Development Services Department Study

Maricopa, Arizona

By

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June, 2012

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I.   EXECUTIVE SUMMARY

A.   BACKGROUND

This Study was initiated by the Maricopa City Manager for an operational study of the Development Services Department in order to pursue a goal of continuous improvement.

B.   KEY PRIORITY AREAS

This Study includes 121 recommendations for improving the Development Services Department. While all the recommendations are important, we believe there are seven key areas or groupings that need the highest priority as follows:

1. Customer Service

Findings

The Development Services Department has discussed the need for good customer service including the adoption of a Customer Bill of Rights. The response to the email customer survey indicated satisfied customers. However, in spite of these good words and survey, there is a public perception that Maricopa is difficult to deal with and projects take too long to be processed. In customer service, perception is everything. Some managers and staff may unintentionally feed this perception by a variety of attitudes including:

- An "us and them" mentality
- Our job is to enforce the ordinance, not solve applicant problems
- The approach is pessimistic, rather than an optimistic problem solving approach
- A tendency to lecture the citizens and applicants, rather than to listen to concerns, getting caught up in their own knowledge and ego

Recommendation

The Development Services Department should review its approach to customer service using a listening, problem solving and partnership approach, Recommendation 2.

2. Timelines

Findings

Applicants are always concerned with short timelines. The Development Services Department has set performance standards for some of the processes and attempts to monitor those timelines. Many of the timelines are within regional norms. However, there is lack of a good computer monitoring system and some of the timelines can be shortened. Short timelines would be consistent with Maricopa's economic development strategy.

Recommendations

This Study includes seven recommendation addressing timelines including:

- Shortening timelines for Fast Track projects, Recommendation 28.
- Set new timelines for building permits and track the timelines, Recommendations 65 and 66.
- Change review times for second submissions, Recommendation 115.
- Other suggestions include Recommendations 116, 118, and 119.

3. Technology

Findings

The national best practice for development review and permits is to move to the paperless office where plans can be submitted over the Internet and staff uses electronic plan check software to review plans. Maricopa is not on track to accomplish this move. A paperless office also has a feature to process business licenses over the Internet. The City bought *Munis* software, primarily as a financial package with an attached permit processing feature. The software is being used but was not fully installed, staff is not fully trained, and there is no expertise available to print out monitoring and management reports. It is not clear if *Munis* can be modified to meet the needs of the Development Services Department.

Recommendations

- IT staff should be authorized to receive training on the use of Crystal Reports to monitor applications and provide management information, Recommendation 15.
- A consultant should be hired to advise the City on *Munis*, Recommendation 18.

- *Munis* or a similar system should be programmed to track the detailed timelines for all projects, Recommendation 29.

4. Development Services Department Management

Findings

The Director of the Development Services Department is very knowledgeable and hand-on with operational matters. However, employee surveys and our interviews and observations indicated a need for more delegation and empowerment of employees. Additional management effort should focus on staff training, mentoring, empowerment, setting a clear mission and vision, teaching staff how to problem solve and working in partnership with applicants and external relations for the Department. There have also been difficult relations between the Department Services Department and the City's Economic Development Department.

Recommendations

- Use a Partnering facilitation approach to having the Development Services Department and Economic Development work as a team, Recommendations 5 and 6.
- Conduct a comprehensive evaluation of the Director of the Development Services Department, Recommendation 7.
- Director of Development Services Department to increase delegation and staff empowerment, Recommendation 11.

5. Building Section Management

Findings

Although the public perception of the Building Division is generally positive, the staff morale in the Division is very low. This appears to relate to the management style of the Building Official and the need for more employee empowerment and focus on management issues. Additionally, the Building Official does not meet the minimum educational requirements in the City's job description nor has he obtained the CBO certification.

Recommendations

- The Building Official should be required to obtain CBO certification within nine months, Recommendation 42.

- The Building Official should undergo a comprehensive evaluation, Recommendation 43.
- A variety of recommendations are included to assist the Building Official including Recommendations 44, 45, 46, 47, 48, and 49.

6. Capital Improvement Program

Findings

Maricopa has an important and aggressive capital improvement program. However, clarification and focus within the Development Services Department would be desirable. Additionally, administrative costs are not included in capital improvement budgets, which is the norm for most communities.

Recommendations

- The Development/CIP Manager should be the designated lead for implementation of all CIP projects, Recommendation 73.
- Administrative cost should be charged to CIP projects, Recommendation 75.

7. Planning

Findings

Maricopa has been a fast growing community and will continue to grow in the future. As such, a good long-range planning program is essential. The need to revise the Zoning Ordinance is well understood. Additionally, the General Plan will need to be up-dated. The City only has two planners who mostly focus on reviewing applications. Additional resources should be devoted to long-range planning.

Recommendation

The Planning Division should be expanded by hiring a Planning and Zoning Administrator, Recommendation 111.

II.   INTRODUCTION AND SUMMARY

A.   BACKGROUND AND PURPOSE

This study was initiated by the Maricopa City Manager for an operational study of the Development Services Department in order to pursue a goal of continuous improvement. The City desired findings that detail the strengths and positive features of the Department, as well as information on problem areas and recommendations for improvements. The emphasis should be placed on preparation for how best to provide excellent city services once the economy improves.

The Request for Proposal for the audit was issued in late 2011 with proposals due in January 31, 2012. The City Council approved a contract with Zucker Systems on March 6, 2012 and a Purchase Order was issued on March 28, 2012.

Zucker Systems staff spent time in Maricopa On April 9, and May 7, 8, and 9th.

B.   METHODOLOGY

Zucker Systems used a proprietary well-tested, integrated methodology for this study, as shown in Figure 1. We brought our extensive experience to the study, worked closely with City staff, and solicited input and observations from customers and policy makers. The methodology is built on interrelating records, observations, and interviews. Each is necessary for valid studies. National research has shown that each one of these three—if relied upon exclusively—can be subject to substantial error. For example, record systems are often found to be as high as 50% in error, or the wrong things are measured. We used observations and interviews to verify records. Records and interviews were used to verify observations. Records and observations were used to verify interviews. Each group of people, shown in Figure 1, was an important part of the process.

Figure 1
Methodology Overview
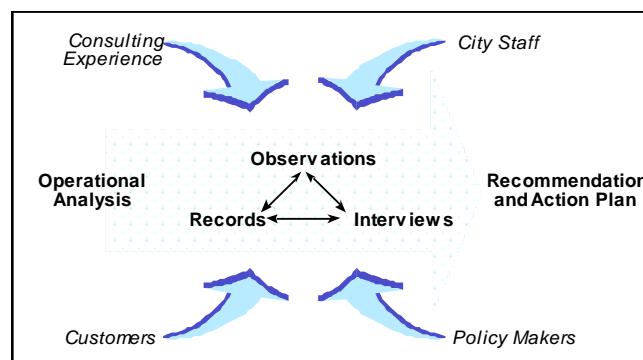
Specific activities conducted for this study included the following:

- Two questionnaires completed by all staff in the Development Services Department.
- Interviews with most employees in the Development Services Department.
- Tour of the offices and the City.
- Interview with the City Manager and Assistant City Manager.
- Interview with the City Attorney, Finance Director, Human Resource Director, Fire Chief, and Information Technology Director.

Customer Input

- Two customer focus groups of seven people.
- An email survey to 160 applicants for development approvals or permits.
- Interviews with the Mayor and some members of the City Council.
- Meeting with Planning Commission and Board of Adjustment members.
- Interviews with six developers and applicants for approvals.

C. FINDINGS AND RECOMMENDATIONS

This Study found many exemplary features within the Development Services Department as well as a number of areas where there are opportunities improvement.

Areas of Strength

Specific areas of strengths include:

- Combining Building, Capital Improvement Program, Code Enforcement, Engineering, and Planning in one department is excellent.
- A cadre of high quality staff.
- Joint intake of applications for building, Engineering, fire and planning, the One-Stop Shop.
- A Developer Expeditor position
- Established review times for first and second reviews
- Use of a joint Technical Advisory Committee
- Customer Bill of Rights
- Next-day building inspections

- All employees completed two questionnaires for this Study
- Other areas of strength included in individual chapters of this Study

Opportunities for Improvement

Problem areas and opportunities for improvement are described throughout this Study. Topics are arranged by function and normally in alpha order to assist in locating topics. What we consider to be seven key areas, or themes, are discussed in the Executive Summary, which is the first chapter in this Study.

Table 1 summarizes the 121 recommendations and opportunities for improvement made throughout this Study. To assist the reader, each summarized recommendation is cross-referenced to the page on which the supporting text appears. Although all of these recommendations are important, each was given a priority number in order to help the City with implementation. There are 20 priority number one recommendations, 50 priority number two recommendations and 51 priority number three recommendations. We assume that existing staff will implement many of the recommendations and the cost, except for new staffing, generally should be absorbed through greater efficiency.

To further help the City and departments in implementation, we have also coded all the recommendations. "Phase One Actions" are recommendations, which we believe should be completed in the first nine months. "Phase Two Actions" are recommendations we believe should be completed within 18 months.

There are 59 Phase One Action recommendations. Some of these are given priority 1, 2 or 3. However, that does not mean that only the priority 1 recommendations should be addressed. There are 62 Phase Two Action recommendations. The departments should develop a detailed implementation plan with time targets for these recommendations.

For each recommendation, we also indicate a responsible party for implementation.

While the above priorities and action schedules should help the City with its implementation plan, it's essential to initially focus on the seven key priorities discussed in the Executive Summary.

Table 1
Table of Recommendations

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
1.	Agree on an implementation plan	City Manager and Director of Development Services	12	1	X	
ISSUES RELATED TO ENTIRE DEVELOPMENT SERVICES DEPARTMENT						
Organization Issues						
2.	Review approach to customer service	Director of Development Services (DSD)	15	1	X	
3.	Current DSD organizational structure to remain	Director of Development Services	16	2	X	
4.	Review approach to cost recovery	City Council, City Manager and Director DSD	17	3		X
5.	Economic Development Department and DSD to work closer together	Director of Economic Development and DSD	18	2	X	
6.	Consider partner process for Development Services Director and Economic Development Department	Director of Development Services and Economic Development Department	18	2	X	
7.	Conduct a comprehensive evaluation of DSD Director	Assistant City Manager	18	1	X	
8.	Up-date all handouts	Permit Tech	19	2	X	
9.	Group and label handouts for easy customer access	Permit Tech	19	3		X
10.	All handouts to include email address	Permit Tech	19	3		X
11.	DSD Director to increase delegation	Assistant City Manager	19	1	X	
12.	Hire filing consultant for DSD	Administrative Assistant	20	3		X
13.	Modify Development Services Department staff meeting	Director of Development Services	20	2	X	
14.	Communicate information from City Manager meetings to staff.	Director of Development Services	21	2	X	
15.	Train IT staff in use of Crystal Reports	IT Division	22	1	X	
16.	Gain greater control over GIS system	IT Division	22	2		X
17.	Provide cell phones and tablet computers for field inspectors	City Manager	23	2		X
18.	Hire consultant to advise on *Munis* and GIS	Assistant City Manager and IT Director	23	1	X	
19.	Increase budgets for training	City Manager	24	3		X
20.	Website to have clear paths to access information	DSD	24	3		X
21.	Include organization chart on website	DSD	24	3		X
22.	Draw attention to handouts on website	DSD	25	3		X
23.	Expand website	DSD	25	3		X
Process Issues						
24.	Train staff as back-up to Planner I	Development/CIP Project Manager	26	3	X	

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
25.	When development picks up, split function of Development Expeditor and CIP Project Manager	DSD Director	27	2		X
26.	Accept credit cards for application fees	Finance Director	27	3	X	
27.	Change criteria for Fast Track projects	DSD Director and Economic Development Director	28	3	X	
28.	Shorten timelines for Fast Track projects	DSD Director	29	1	X	
29.	Use *Munis* or similar software to track projects	DSD Director and Finance Director	30	2		X
30.	All staff to meet pre-set timelines	DSD Director	30	1	X	
BUILDING DIVISION						
Policy Issues						
31.	Adopt 2012 International Codes	Building Official	34	2	X	
32.	Create comprehensive training program for staff	Building Official	34	2	X	
Organization Issues						
33.	Revise building customer handouts	Building Official	35	3	X	
34.	Create standard format for handouts	Building Official	35	3		X
35.	Assign staff to manage handouts and business cards	Building Official	35	3		X
36.	Up-date flow charts	Building Official	35	3		X
37.	Create desk manual for counter functions	Development Expeditor and Building Official	36	3		X
38.	Solicit customer comments re building function	Building Official	36	3		X
39.	Increase building permit fees	Building Official	37	3		X
40.	Up-date building job descriptions	HR Director and Building Official	37	3		X
41.	Create career ladder for building staff	HR Director and Building Official	37	3		X
42.	Building Official to be CBO certified within 9 months	DSD Director	39	1		X
43.	Building Official to undergo a comprehensive evaluation	Assistant City Manager	38	1	X	
44.	Building to conduct periodic staff meetings	Building Official	39	2	X	
45.	Establish mentoring program	Building Official	39	3		X
46.	Define temporary assignments for building staff	Building Official	40	3	X	
47.	Solicit employee suggestions for additional assignments	Building Official	40	3	X	
48.	Building Official to participate in Building Officials Associations	Building Official	40	3	X	
49.	Create mission statement for building division	Building Official	40	2	X	
50.	Implement new employee performance system in building	Building Official	41	2	X	
51.	Develop records management plan	Building Official	41	2	X	
52.	Base staffing levels on activity levels	Building Official	43	2		X

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
53.	Support attendance at local and State code classes	Building Official	44	2	X	
54.	Monitor staff certifications and qualification	Building Official	44	3		X
55.	Increase budget for training	Building Official	44	3		X
56.	Weekly training for building staff	Building Official	44	3	X	
Processing Issues						
57.	Expand code enforcement tools	Building Official and Code Enforcement Officer	45	2		X
58.	Establish performance standards for inspectors	Sr. Building Inspector	46	3		X
59.	Establish inspector auditing program	Sr. Building Inspector	46	3		X
60.	Include audit data in employee evaluations	Building Official	46	3		X
61.	Up-date Plans Examiner job description	HR Director and Building Official	46	3		X
62.	Establish performance standards for Plans Examiners	Building Official	47	3		X
63.	Establish plan review auditing program	Building Official	47	3		X
64.	Include plan review audit data in employee evaluations	Building Official	47	3		X
65.	Set new and shorter plan review timelines	Building Official	49	1	X	
66.	Track plan review times	Building Official	49	1	X	
DEVELOPMENT/CIP DIVISION						
Policy Issues						
67.	Transportation and flood plain elements to be incorporated into the General Plan	Planning Manager	53	2		X
Organizational Issues						
68.	Add additional person to Development/CIP Division	DSD Director and City Manager	55	2	X	
69.	Coordinate the two Administrative Assistant positions	DSD Director and Building Official	55	2	X	
70.	Investigate feasibility of relinquishment of State highway through Maricopa to the City.	DSD Director and Assistant City Manager	56	2		X
71.	Provide stronger advocacy to outside agencies	DSD Director and Assistant City Manager	56	2	X	
72.	Expand liaisons with development groups	DSD Director and all DSD Managers	56	2	X	
73.	Designate Development/CIP as lead on all CIP projects	DSD Director	57	1	X	
74.	Delegate addressing function to Permit Tech or a Planner	DSD Director	57	3		X
Processing Issues						
75.	Charge CIP administrative charges to projects	DSD Director and Finance Department	58	1	X	
76.	Modify employee time sheets	DSD Director and Finance Department	58	2	X	
77.	Assign CIP environmental reports to Planning Division	DSD Director	58	2	X	

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
ENGINEERING/TRANSPORTATION DIVISION						
78.	Revise Mission Statement	Engineering/Transportation Manager	64	2	X	
79.	Clarify rolls of supporting departments in CIP process	Engineering/Transportation Manager	64	2	X	
80.	Transfer supervision of Maintenance Contracts to Public Works Maintenance	Engineering/Transportation Manager and Public Works	65	3		X
81.	Include all CIP and engineering files in records management review	DSD Director	65	2		X
82.	Add position of Professional Traffic Engineer	DSD Director and City Council	67	2		X
83.	Use consultants or Building staff for CIP inspection	Development/CIP Manager2	67	2		X
84.	Appoint PW Inspector to supervisory position	DSD Director and Engineering/Transportation Manager	67	2		X
85.	Review Adm. Assistant needs for Engineering/Transportation Division	DSD Director and Engineering/Transportation Manager	67	3		X
86.	Move field supervision of PE maintenance contracts to consultant staff	DSD Director and Engineering/Transportation Manager	67	3		X
87.	Document traffic engineering policies	Engineering/Transportation Manager	68	2		X
88.	Document staff time in Engineering/Transportation Division	Engineering/Transportation Manager	68	2		X
OPERATIONS DIVISIONS						
Policy Issues						
89.	Consider franchise system for refuse collection	City Manager and DSD Director	73	3		X
Organizational Issues						
90.	Conduct general staff meeting on quarterly basis	DSD Director	74	2	X	
91.	Consider creating a Public Works Department by 2015	City Manager	74	2		X
92.	Recruit Public Works director prior to creation of the department	City Manager	74	2		X
93.	Select Corporate Yard location	City Manager and DSD Managers	75	2	X	
94.	Consider land swap or sale of City land near City Hall	City Manager	76	3		X
95.	Install security for City equipment	DSD Manager	76	2	X	
96.	Review staff assignments for maintenance workers	Street Superintendent	76	2	X	
97.	Document employee training time	Street Superintendent	76	3		X
98.	Review 4/10 work schedule for field crews	City Manager and DSD Director	77	3		X
99.	Review assignments for building inspectors	Building Official	77	2	X	
100.	Add building specialist staff for maintenance	DSD Manager	77	2	X	
101.	Consider contracting janitorial services	Facilities Manager	77	3		X
102.	Add assistant/trainee to fleet services	Fleet Manager	78	3		X

#	Recommendation	Responsibility	Page	Priority	Phase One Actions	Phase Two Actions
103.	Review maintenance contracts for facilities	Engineering/Transportation Manager	79	3		X
104.	Prepare street/signs index	Engineering/Transportation Manager	79	3		X
PLANNING DIVISION						
Policy Issues						
105.	Up-date General Plan to meet 10 year target	Planning Manager	82	2		X
106.	Develop annual planning work program	Planning Manager	82	2	X	
107.	Hire consultant to up-date Zoning Ordinance	DSD Director	82	1	X	
Organizational Issues						
108.	Change decision process for zoning approvals	City Council and Planning Commission	84	2		X
109.	Train Planner on GIS	Planner	84	3		X
110.	Joint training sessions for Planners and Economic Development	Assistant City Manager	84	2	X	
111.	Hire a Planning and Zoning Administrator	City Council and City Manager	85	1	X	
112.	Planning and Zoning Administrator to be designated Zoning Administrator	DSD Director	85	2		
113.	Encourage planners to be AICP certified	DSD Director	85	3		X
Processing Issues						
114.	Provide early notice to citizens for public hearings	Planning Manager	86	2		X
115.	Use summary type minutes for Planning Commission	Planning Commission and Administrative Assistant	86	3		X
116.	Change review times for second submissions	DSD Director	87	1	X	
117.	Set Pre-Application meeting within 10 working days of accepting application	Development/CIP Project Manager	89	1	X	
118.	City requirements to be given to applicant at end of pre-application meeting	Development/CIP Project Manager	89	3		
119.	Technical Advisory Committee to meet no later than 20 working days after project submitted	Development/CIP Project Manager	90	1	X	
120.	Second reviews to be completed within 10 working days and subsequent reviews 5 working days	Development/CIP Project Manager	90	1	X	
EMPLOYEE PERCEPTIONS						
121.	DSD Managers to review employee questionnaires and develop a strategy to address concerns	DSD Director	95	2	X	

Before the City begins implementing this study, we suggest that it take the following action.

1. *Recommendation:* **The City Manager and the Director of the Development Services Department should review the Study and agree on an**

implementation plan no later than September 2012. The Plan should include:

- An agreed-upon timetable and work program
- Costs estimates and method of funding
- Confirmation by the Mayor and the City Council

The Development Services Department already has many important tasks they are undertaking and may find the 121 recommendations overwhelming. However, as improvements take place and staff becomes empowered to change, the City and Department may be surprised at how fast implementation can occur.

III. ISSUES RELATED TO ENTIRE DEVELOPMENT SERVICES DEPARTMENT

A. CUSTOMER SERVICE

The City has an expressed desire for good customer service, as well as a desire to continue to grow and to welcome new businesses and investment in the community. The Development Services Staff express the desire for good customer service and the Department has adopted a Customer Bill of Rights that strives to create an atmosphere of mutual respect, courtesy and accountability on both sides of the table. While this Bill of Rights includes some good ideas, it tends not to address the kind of issues we heard from customers during our investigation.

The Development Services Department also has the following Mission Statement:

"Providing quality customer service by effectively facilitating the development process while protecting the health, safety and public welfare of the community."

We like the emphasis on facilitating the development process.

However, despite the Mission Statement, there is a public perception that the City is difficult to deal with and projects take too long. When addressing customer service, the customer's perception is of paramount importance and may or may not always match factual data. Thus, staff needs to work harder to address/correct these perceptions. We have dealt with the timelines in other parts of this Study. However, in conducting our investigation, we also found that some management and staff expressed an "us verses them" mentality, which can either intentionally or unintentionally lead to poor public service.

Further, some staff and managers indicated that they felt their role was to enforce the ordinances and not be concerned if applicants make money or are successful in their pursuits. We believe this is a distorted view of management and staff's role. The management and staff's overall role should be to work with the private sector, in partnership, to building a better Maricopa. While part of Maricopa is built by the City, the majority is built by the private sector. A desirable perspective would be that the City is built through a partnership between the developers and builders, the City staff, and the broader community. While the City has no obligation to assure that all members of the private sector are successful and make a profit, both the City and private enterprise can flourish under the partnership approach.

We also detected that some managers and staff take a pessimistic approach to applicants. Instead, we favor a problem solving, optimistic approach in working with applicants.

Finally, there is a tendency for some managers and staff to lecture the citizens and applicants, rather than listen to their objectives and solve problems. They can get caught up in their own knowledge and ego, and thus the Department gains the reputation of being arrogant.

2. *Recommendation:* **The Development Services Department should review its approach to customer service using a listening, problem solving, and partnership approach.**

B. ORGANIZATIONAL ISSUES

Organization

The Development Services Department consists of 24 positions as organized as shown in Figure 2.

Figure 2
Development Services Organization
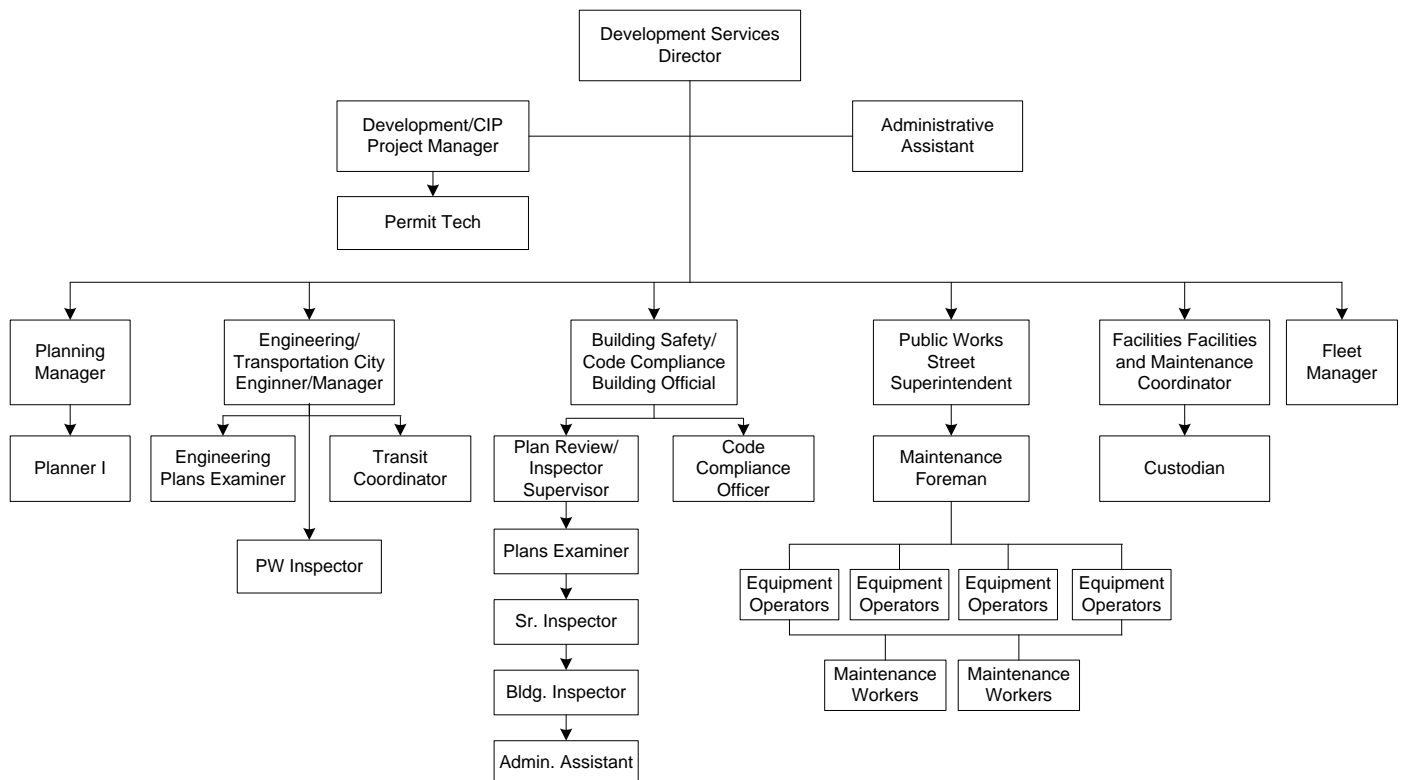
The Department includes the following five functional groupings:

- Capital Improvement Projects
- Code Enforcement
- Development Approvals, building, engineering, planning, transportation
- Operations, facilities, fleet, public works, transit
- Planning

It is ideal to have the Code Enforcement, Development Approvals and Planning in one department as is the case in Maricopa. The Capital Improvement Projects function is sometimes located as a separate department or as part of a separate engineering function. However, for a growing city like Maricopa, we feel it is preferable to keep it in the same department as Development Approvals and Planning.

Operations can function within the Development Services Department grouping or is often located within a separate Public Works or operation department. As the City grows, this separation may well be appropriate.

3. *Recommendation:* **All the current functions within the Development Services Department should remain in that department except for the Operations functions, which should be separated at such time as appropriate.**

Budget

Increasingly, the norm throughout the country is full cost recovery for permitting and development activities. The theory is that development should pay its own way.

Most communities, including Maricopa, have two types of fees. One type is the impact fees that generally support public infrastructure and improvements. Some feel that Maricopa's impact fees are too high and discourage the type of investment that Maricopa desires. Analyzing the impact fees is not included in the scope of this Study.

The other fees are for processing of development applications. These fees are much lower than impact fees and only a very small part of most development applications. We have analyzed these processing fees in over 170 communities in 32 states and developers everywhere tell us the same thing. They are concerned with good service and short timelines and will even pay higher fees to obtain such service. Communities that are full cost recovery for these services, also build a reserve account to support staff and services during a down cycle. We recommend the reserve account equal the normal annual operating budget.

When communities decide they need to or want to reduce government expenditures, staff is often reduced across all departments. However, for functions that are full cost recovery, this is a counter-productive strategy and can reduce service, increase timelines, and work against other economic development goals.

We were unable to obtain Maricopa cost/revenue figures for years where development activity was very high. We would not be surprised if these years produced revenue that exceeded costs. We did obtain figures for FY 10-11 as shown in Table 2. Cost recovery was a low of 13% for the Planning Division with a high of 50% for the Building Division. In our experience elsewhere, we see that Building normally covers all costs and in many cases has excess revenue. Although some communities cover 100% of planning from fees, a more common percentage is 50%. Engineering, similar to Building, generally covers 100% their expenditures.

Based on this analysis, it would appear prudent for the City to review its approach to fees and cost recovery for application processing.

Table 2
Development Services Department Cost/Revenue, FY 10-11

Function	Cost	Revenue	% Cost Recovery
Administration	$295,430	-	-
Building Division	$594,944	$297,733	50%
Engineering	$186,988	$39,746	21%
Planning Division	$177,510	$22,997	13%
Transportation, Fleet Management, Code Enforcement, Facilities	$1,139,798	$32,731 (transit)	-
Total	$2,394,670	$393,207	

4. *Recommendation:* **The City should review its approach to cost recovery for permit processing.**

Economic Development

We were told that there is discord between the Economic Development Department and the Development Services Department and that their interactions are strained. It is not unusual that we see these conflicts develop and we have witnessed it in numerous

communities. Each function has a slightly different mandate; however, they both serve the same City and should have the joint goal of building a better Maricopa. We did not have the opportunity to delve into this issue in detail and develop specific recommendations. However, the Directors of these two functions should make extra efforts to see that any conflicts that exist or arise are solved and to build a team approach. Many times conflicts of this nature have been resolved by the use of "partnering techniques" which is basically a process or form of mediation that has worked well, particularly in multiagency projects where each agency has a slightly different mandate. In summary the process, which is often facilitated by an impartial third party, helps each participant to express the basis for conflict and ultimately helps them to develop a contract or agreement on how they may mutually work together for the overall benefit of the City.

5. *Recommendation:* **The Economic Development Department and Development Services Department should develop close working relations built on teamwork.**

6. *Recommendation:* **Consider the use of a Partnering process for the Developments Services Director and the Economic Development Department to resolve existing and potential conflicts. This process should be facilitated by the Assistant City Manager.**

Employee Evaluations

The City is starting an employee evaluation system on July 1st. In conjunction with this report, we suggest that a review which is more comprehensive than the standard review be conducted for Development Services Department Director within the first four months of the fiscal year which discusses and addresses the findings in this report such as comments from the employee surveys and our external interviews.

7. *Recommendation:* **The Director of the Development Services Department should have a comprehensive evaluation conducted by the Assistant City Manager.**

Handouts

The functions have an extensive list of handouts and we are very supportive of having handouts, provided they are always kept up to date. It was suggested that the handouts for Patio Covers and Room Additions are out of date. Staff suggests handouts are needed to explain the Zoning (i.e., What is Zoning), Conditional Use Permit, Sign Permit, Temporary Use Permit, and Mobile Food Vendor processes. There is a large rack of handouts in the counter lobby area but they are not well organized or labeled

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for easy customer access. It is likely that a few of the handouts could be combined to reduce the number and then grouped for easier customer access. Careful attention should be given to how these are displayed in the new City Hall. A few of the applications do not include a space for an email address. Email addresses are essential for contemporary businesses.

8. *Recommendation:* **All handouts should be reviewed to ensure that they are up to date.**

9. *Recommendation:* **Handouts should be grouped and labeled for easy customer access.**

10. *Recommendation:* **All handouts should include an email address.**

Management

The Development Services Department is headed by a Director who has seven direct reports. This is workable and consistent with contemporary organizational structure which favors flatter organizations.

However, we did notice some management issues which were also reflected in the employee surveys. The Director should increase his delegation and empowerment of staff and reduce the amount of time he spends on operational assignments. Instead, he should increase work on staff training, mentoring, empowerment, setting a clear mission and vision, teaching staff how to problem solve and work in partnership with applicants, and external relations for the Department.

The Director has a weekly meeting with the Department's managers. Having a weekly meeting is excellent. However, most of the meeting is spent by the Director running through lists of activities and projects, much of which could have been conveyed by email. The Managers did not actively participate in discussing directions for the Department or functions or problem-solving. We suggest that at least half of the weekly meeting be led by one of the managers and focus on training and setting a clear vision and mission for the functions. It may be appropriate on a monthly basis to have a book or periodical reading program as part of this effort.

11. *Recommendation:* **The Director of the Development Services Department should increase his delegations and staff empowerment to spend more time on management issues and less on actual operations.**

Records Management

The need for better records management in the Department was an issue raised by a high percent of the employees. In the long run, all records should move to electronic files. However, in the short run, the existing filing systems should be improved to meet employee complaints. A filing consultant will likely be needed to advize on this issue.

12. *Recommendation:* **The Development Services Department should hire a filing to consultant to advise on solving the filing issues.**

Staff Meetings

The Director of Development Services holds a direct report staff meeting at 8:30am on Tuesdays, which lasts about 1-1/2 hours. We observed various attendees at the meeting, including key Division Managers, plus the Administrative Assistant and the Engineering plans checker who may have been sitting in for the City Engineer.

We were only able to observe one meeting; however this meeting was similar to those we have observed in many communities. A few announcements were made and future Council meeting agendas are reviewed. The meeting lasted a little over one hour. An agenda was written on a whiteboard, however recording of the actions taken and directions given was not apparent. The majority of the agenda appeared to consist of items related to specific assignments to the various Division Managers. It is possible that the Administrative Assistant records the meeting and directions given for distribution. While all the items appeared to be worth sharing, some of the material could have been handled in a simple joint email. This would leave time for discussion of what we believe should be higher priority items. The Director and management staff could achieve a greater benefit and purpose of this meeting by discussion of broader goals, policy issues, or specific training tuned to the management of their divisions of the Department. Another goal should be to include a strengthening of the Department team through training and improvement of management and better communications to all of the department staff. Some of this can be achieved by devoting sufficient time to a round table where each manager reports on their division and issues it is dealing with. Time for a round table as suggested can be achieved if the detailed work assignments were communicated outside of this staff meeting.

13. *Recommendation:* **The Direct Report Development Services Management Meeting should be revised to incorporate the approach described above and consider adding the following regular items to the meeting agenda:**

a).   **Assure that issues, plans, and policies are communicated to all staff in the Department that emanate from this meeting. A written meeting summary could help with this;**

b).   **Discussion on implementing the recommendations of this Study;**

c).   **Management training. We suggest that a portion of at least one meeting a month be devoted to management training or strategy discussion. This could be a film on management issues, discussion of a management concept lead by one of the participants, or even a joint book review focusing on certain chapters each meeting; and,**

d).   **Planning for a periodic Department wide staff meeting to improve communications to the balance of the entire department staff**

The Director of Development Services also attends an upper management direct report staff meeting that includes the City Manager and other upper management staff. While we did not observe this meeting, it is suggested that feedback or reports from that meeting be regularly communicated to the Department management staff.

14. *Recommendation:* **Appropriate information from the City Manager meetings should be routinely communicated to the Development Services Department staff.**

Technology (*Munis,* GIS)

The national best practice for development review is to transition to a paperless office. Some national companies are starting to insist on electronic plans and plan check. Since Maricopa has a focus on economic development, it would appear prudent for the City to move in this direction. Maricopa can likely benefit from similar work underway in surrounding communities. Phoenix has announced its intent for electronic plan review submittals with a target date of June 2013. An electronic system should have the following features:

- Submission of electronic plans over the Internet. This would include payment of fees by credit card.

- An internal application processing system, similar to *Munis*.

- An electronic plan check system software. This requires large monitors and training of plan check staff to check and mark plans electronically.

- Electronic files and electronic plan storage.

- Easy ties to a GIS system.

- Submission and payment for business licenses and license renewals over the Internet.

The City of Maricopa purchased and installed the *Munis* Software System a few years ago to primarily address the needs of the Finance Department. Based on feedback from managers and employees in the Development Services Department and the Fire Department, this new system is very "user unfriendly" and simply does not meet their needs as a permit software system. This appears to be a classic example of staff spending large amounts of time inputting information into the system but not being able to extract any useable information without a substantial duplication of effort. Management reports are currently prepared by dumping large quantities of data into an Excel Spreadsheet and further manipulating the data to a useable form. The *Munis* System does not generate routine correspondence or notices and treats every fee collected as a separate permit. Inspections are not recorded against specific permits, but rather against an entire project. This makes project tracking and reporting extraordinarily complex and time consuming. In our studies we strongly encourage cities to pursue a "paperless" model for the future that allows the public access to the permit system via the internet, provides inspectors the ability to upload and download information directly from the field, permits customers to inquire on the status of their projects via the internet 24/7 and directly interfaces with the GIS system. The *Munis* system does not appear to have the capability to easily accommodate any of those features. Staff indicates that efforts to further enhance the system have been suspended due to the high additional cost the software company is seeking to customize the software to address the City's immediate needs. It may be possible to make some improvements to the reporting capability of the system through the use of the City's IT staff. However, currently none of the City's IT staff is familiar with the Crystal Reports Software required to make these modifications.

15. *Recommendation:* **In the short term, the City Manager should authorize IT staff to receive training on the use of Crystal Reports software in order to facilitate the creation of custom reports and case specific correspondence from the *Munis* System.**

The City's ability to fully utilize the capability of the GIS system purchased several years ago has been severely limited due to budgetary considerations and the transfer of the systems maintenance and future development responsibilities to Global Water Resources. GIS has become an essential tool for cities to use in providing a wide variety of services to their customers. It is a critical resource specifically for current as well as long-range planning efforts and can facilitate economic development efforts by quickly identifying land available for development.

16. *Recommendation:* **The City Manager should assign staff to explore ways to gain greater control over the City's ability to fully utilize and further develop the existing GIS system. The GIS system should eventually be configured to**

seamlessly interface with the City's permit software and include a City website interface.

An additional technology component that has a direct impact on the effectiveness of services provided to the public is the ability for field staff to communicate with office staff and customers. The Building Inspection staff has been using Nextel telephone/radios for five years. The performance of these phones has been very poor due to lack of coverage and a high frequency of dropped calls. Other field staffs have been recently provided with cell phones that eliminate the problems being experienced with the Nextel phones. In the future, consideration should be given to not only providing cell phones but also tablet computers to allow real-time access to the City's permit database.

17. *Recommendation:* **The Building Official should request the City provide cell phones or stipends to field inspectors to allow them to use a cell phone while conducting field inspections. Future consideration should be given to providing field staff with tablet computers to access permit database remotely.**

A consultant should be hired to review both *Munis* and GIS. As an option, a Zucker Systems technology expert could complete this work at a cost of $12,000.

18. *Recommendation:* **A consultant should be hired to advise the City on *Munis* and GIS.**

Training

The Development Services Department has experienced multiple years of significant reductions in the Department's training budget. This has created not only a decline in the availability of technical training for the professional staff but also limited access to management training for supervisors and managers. With the anticipated adoption of the 2012 Codes, it will be essential for all key staff to receive the training necessary for them to adequately understand and enforce the new Code provisions. In addition, as noted below under Building Safety Management, there is an urgent need to provide basic management training for supervisory and management staff in that Division. There are currently no regularly scheduled in-house training programs in place for technical staff. While some informal one-on-one mentoring appears to be taking place in certain sections of the Department, no established program exists at this time.

The 2012 City budget has started to approve some training budgets. We generally set a minimum target budget of 2% of payroll for training and 5% of employees time. However, we recognize that the City's current budget may not allow this percentage. Current budget data was not provided, so we were unable to convert these percentages

into actual dollar amounts. However, it appears that our recommended target training budget would represent an increase over the existing planning relating function training allocations of $2,148 or roughly 1.2%.

19. *Recommendation:* **The Development Services Director should actively seek to acquire additional funds for training staff on both the technical and managerial functions of their jobs.**

Website

It is our understanding that the city's website in currently undergoing a significant upgrade so it is quite possible that many of our suggestions have already been incorporated into the new design. It has been our experience that Development Services customers are becoming more and more reliant on the information available to them via the City's website. The current website includes tabs for residents and businesses. Neither of these tabs provides a clear path to answer questions about the development process such as when a permit required. The business tab includes Economic Development information but the link on the Economic Development page to the Certificate of Occupancy information was not operational. Further, there isn't a reference to Code Enforcement on any of the web site pages, nor is there a way to file a request for a code enforcement investigation.

20. *Recommendation:* **The redesigned website should include clearly identified paths for residents and business owners to access information about obtaining building permits and other licenses.**

A City's website also traditionally provides customers with a snapshot of the structure of the organization. We recommend each Department's web page include an up-to-date organization chart that includes phone numbers for staff.

21. *Recommendation:* **The redesigned website should include an organization chart on each Department's web page that includes employee contact telephone numbers.**

The Web pages for the Building Safety Division contain links to an impressive number of handouts; however, it is not readily apparent that there is more than one page of available handouts. Some effort should be made to draw attention to the availability of additional pages of available handouts or a summary of all handouts should be listed on one page with appropriate links.

22. *Recommendation:* **The webpage for the Building Safety Division should be redesigned to draw attention to the total number of handouts available on the multiple pages of the site.**

The website is difficult to navigate and needs to be designed for a citizen or applicant looking for information. Table 3 indicates the data currently on the website and items that we believe should be added.

Table 3
Website Features

Features	On Maricopa's Website
Overview description of division	✓
Main phone number	✓
Main Fax Number	✓
Automated email contact feature	No
Organization chart	No
Staff names, titles, direct phone lines & email addresses	No
Pictures of staff	No
General Plan	✓
Community Plans	✓
Special Purpose Plans	✓
Ordinances	✓
Handouts describing processes and applications	Yes
Applications and forms	✓
Tracking of permits	No
Various GIS maps including zoning	Some
E-government application ability	No
Ordering plans, ordinances, handouts	No
Use of credit cards	No
General description of commissions	✓
Name of members	✓
Meeting dates	✓
Agendas	✓
Staff reports	No
Minutes	No – Action Items

23. *Recommendation:* **The website features should be expanded to include the items listed in Table 3.**

C. PROCESS ISSUES

One-Stop

The City has developed an excellent approach to the so called One-Stop approach to development and permitting processing. It includes:

- Collocation of the development related functions.

- Intake of all building, engineering, fire and planning applications by a Planner I at the public counter.

- A Development Expeditor who works across functions, works as an ombudsman, and chairs the Technical Advisory Committee meeting.

- Use of a joint technology processing system, *Munis*.

- Setting of timeline performance standards.

- Some monitoring of the performance standards.

While the above features are excellent, some of them can be improved.

The Permit Technician is excellent and has a Permit Tech Certificate. When times are busy or he is out of the office he does not have a fully trained and available backup. The Development/CIP Project Manager (Development Expeditor) helps out, however, but the daily activity level is too high to successfully manage. We suggest that additional training be provided for the Building Administrative Assistant, the Sr. Building Plans Examiner, and one or more Building Inspectors to provide the Permit Technician with additional back-up.

24. *Recommendation:* **One or more staff should be fully trained as back-up to the One-Stop Permit Technician counter function.**

The Development CIP Project Manager serves as both director of CIP but also as the Development Expeditor. He does an excellent job as Development Expeditor and is well respected by both staff and customers. Our experience in other communities indicates that this position requires good inter-personal skills and ability to work across the various specialty functions. In addition to the current functions, we see an expanded role for this position. In addition to serving as an ombudsman and Development Expeditor for specific projects, the position should also be assigned the "care and feeding" of the entire development process, i.e. continually looking to improve the process. Finally, once the process technology is improved, the position should also monitor and report on process timelines.

Given the City's current development workload, the split functions for the Development/CIP Project Manager may be workable. However, when development returns to post depression levels, it may be more appropriate to split the function and

have two positions. Another option would be to assign the counter and intake function to the Building Division.

25. *Recommendation:* **When development activity picks up, the City should consider splitting the functions of the Development/CIP Project Manager amongst two positions, one for Development Expeditor and one for CIP.**

<u>**Credit Cards**</u> are currently not accepted as a method for paying processing fees. This is not consistent with national best practices. Additionally, once plans are accepted over the Internet, use of credit cards will be mandatory.

26. *Recommendation:* **The City should accept credit cards to pay for permitting fees.**

<u>**The One-Stop process**</u> has the following features:

- There is a joint intake of all applications for planning, building, fire, and engineering by a Permit Tech.
- Items are checked for completeness at intake.
- Applications are entered into *Munis* at time of application.
- The Permit Tech distributes plans to reviewers, either the same day as submitted or the next day.
- Permit Tech receives cash and checks for applications, closes out at the end of the day and gives to the Finance Department.
- Reviewers email comments to the Permit Tech and when in order, the Permit Tech issues the permits.
- Standard house plans are approved over the counter.
- Every Wednesday, the Permit Tech prints out what is still in the que and contacts reviewing function for status.

Fast Track Process

The City has an extensive handout that gives a description, guidelines and application materials for a fast track process. The process is for "qualified new, expanding or relocating businesses." In order to be eligible a project must meet four criteria and complete a five page Economic Impact Data Sheet. We believe the data sheet is far too extensive and complicated and defeats the purpose of fast track. Given the City's desire for more commercial and industrial development we suggest either the criteria be more liberal and easier to interpret or perhaps all commercial and industrial projects should be fast tracked.

27. *Recommendation:* **The criteria for what constitutes a fast track process should be changed, as noted above.**

The program sets specific timelines for fast track processing as shown in Table 4. Some of these are longer than we believe they should be for a true fast track process and we have indicted out suggestions in the Table below.

Table 4
Fast Track Time Targets In Working Days

Type of Plan Review	Existing Initial Plan Review	Consultant Suggested Initial Plan Review	Re-submittals	Consultant Suggested Re-submittals
Residential	15 days	10	10 days	5
Additions/Alterations	10 days	5	5 days	3
Residential Revisions	10 days	5	8 days	3
New Commercial/Industrial (includes Bldg. Civil, Fire)	20 days	10	15 days	5
Commercial Revisions	8 days	4	5 days	3
Tenant Improvements	8 days	4	5 days	2
Electrical	5 days	2	2 days	1
Plumbing	2 days	2	2 days	1
Engineering – Civil on-site	15 days	10	10 days	5
AFES (Fire Sprinkler)	8 days	4	4 days	2
Fire (Underground)	6 days	3	4 days	2
Other	8 days	4	6 days	2

28. *Recommendation:* **The timelines for Fast Track projects should be shortened as shown in Table 4.**

Timelines

The *Munis* system is not programmed to track all the timelines for projects going to the Planning Commission and City Council. Lacking this data, the Planning staff developed information for five projects as summarized in Table 5. Care must be taken in interpreting this data since it is a small sample. Nevertheless, we have a number of points concerning these timelines.

- The Pre Application Submittal to Pre-Application Meeting timeline is an average of 15 days, which roughly meets a reasonable timeline of 10 working days. Staff should attempt to meet a 10 working day timeline in all cases.

- The City's 1st review after formal submittal is an average of 16 working days which is over the target of 10 working days. Staff should attempt to meet the 10 days in all cases.

- The average of 29 working days from formal submittal to notification and sign posting does not meet our suggestion of providing early public notice.

- The average of 15 working days for second review does not meet our suggestion of cutting review times in half for each cycle. We suggest a five working day target for second reviews.

- The average of 15 working days for third review does not meet our suggestion of cutting review times in half for each cycle. We suggest a three working day target for third reviews.

- The 138 working days from formal submittal to Planning Commission substantially exceeds the target timelines used by fast track communities that adhere to best practices, which is typically x. Of course, the City cannot control how long the applicant takes to make corrections and re-submit. This should be recorded in the data base and reported in a weekly or at least monthly report. The City can help applicants reduce the time they take by having comprehensive reviews and clearly indicate to applicants the requirements. Some communities use a set schedule for the Planning Commission. When the application meets a cut-off date the Planning Commission date is known. This is often 30 to 45 days.

- The average of 20 working days from Planning Commission action to the City Council meets typical best practices. Incorporating our recommendation to have Site Plans approved by Planning Commission rather than Council would further improve the average approval timelines.

29. *Recommendation:* **The *Munis* or similar system should be programmed to track the detailed time for all projects.**

30. *Recommendation:* **All staff reviews should meet the pre-set timelines.**

Table 5
Processing Timelines

Process	Site Plan	Site Plan	Site Plan	Planned Area Development	Planned Area Development	Average
Pre App Submittal to Pre-App Meeting	14	9	18	18	17	15
Formal Submittal to City 1st. Review	13	17	10	23	69	16 (excludes the 69)
Notification & Sign Posting	21	38	221	25	?	29 (excludes the 221)
Second Submittal Review Days	4	7	18	17	31	15
Third Submittal Review Days	-	-	0	-	30	15
Formal Submittal to Planning Commission	32	55	238	133	234	138
Planning Commission to City Council	29	21	8	22	22	20
Total Days, Formal Submittal to City Council	102	215	365	144	199	205

IV. BUILDING SAFETY/CODE COMPLIANCE DIVISION

A. PROFILE

Overview

The Building Safety Division of the Development Services Department serves the City of Maricopa by providing local enforcement of City adopted Building Codes. There is no minimum State Building Code that must be enforced in Maricopa. However, the State has established some specific laws relating to building code requirements that the City has incorporated into their amendments during the Code adoption process. An example of these regulations is the State prohibition on mandatory fire sprinkler requirements for single family dwellings.

Authority

The City of Maricopa has adopted the following set of construction related codes under Chapter 7 of the Maricopa City Code:

- 1999 National electrical Code
- 2000 International Building Code
- 2000 International Residential Code
- 2000 International Mechanical Code
- 2000 International Plumbing code
- 2000 International Fuel Gas Code

2000 International Energy Conservation Code

- 2000 I.C.C. Electrical Code, Administrative Provisions
- 2006 International Fire Code
- 2000 International Property Maintenance code
- 2000 Uniform Swimming Pool, Spa and Hot tub Code

Basic Functions

The Building Safety Division's implementation of the adopted codes is achieved through a plan review process and inspection of the work performed by the development community. This process is designed to protect the public and property by ensuring that the minimum fire, health and life safety standards are incorporated into all new construction. This is achieved by working in cooperation with other Divisions in the Development Service Department as well as with representatives from Fire, and local utility providers. In addition, the staff works daily with members of the commercial development community and homeowners to identify and resolve construction code related deficiencies.

The Division also responds to Code Enforcement complaints throughout the City.

Organization

The Building Safety Division is under the overall coordination and management of the Building Official who reports directly to the Director of Development Services. There are currently seven (7) employees within the Division, five of which report directly to the Building Official, as indicated in Figure 3 and Table 6 below.

Figure 3
Organization of Building Safety Division
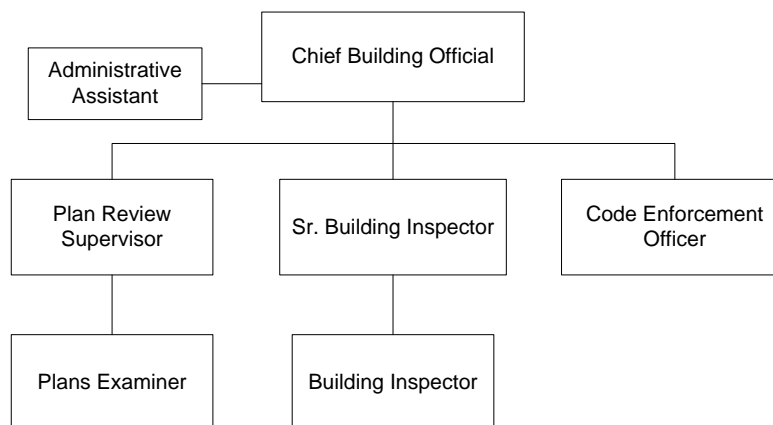
Table 6
Building Safety Division Staffing

Classification	# of Positions	Responsibility
Building Official	1	Oversees the operations of the Building Safety Division. Reports directly to Department Director.
Supervisor of Plan Review	1	Supervises the daily activities of the Plans Examiner to ensure plans meet minimum code requirements prior to issuance. Currently also supervises customer service center. Reports directly to Building Official.
Building Plans Examiner	1	Reviews plans to confirm conformance with Building, Structural, Mechanical, Fire, Energy and Accessibility requirements. Meets with customers to provide guidance in plan preparation. Reports to Supervisor of Plan Review
Admin. Assist.	1	Provides administrative support to Building Official, Plans Examiners and Building Inspectors. Receives and processes inspection requests. Reports to Building Official.
Sr. Building Inspector	1	Oversees the daily activities of the Combination Inspector and conducts inspections to ensure construction conforms with approved plans and Code requirements Reports directly to Building Official.
Combination Building Inspector	1	Conducts building, electrical, mechanical and accessibility inspections to ensure conformance with plans and code requirements. Reports to Senior Building Inspector.
Code Enforcement Officer	1	Conducts inspections in response to complaints and resolves violations through formal code enforcement procedures. Organizes volunteers to assist in community clean-up efforts. Reports to Building Official.

B. POSITIVE FINDINGS

The following are positive findings for the Building Safety Division:

- Customer Bill of Rights
- Comprehensive array of public handouts
- Opportunity to pay Plan Check Fees after service provided
- Next-Day inspections
- Few Customer Complaints
- Combination Inspectors and Combination Plans Examiners
- Telephone calls are returned the same day
- Economic Development and Green Building Projects are expedited

C. POLICY ISSUES

Codes

The City of Maricopa is officially still enforcing the 2000 editions of the International Codes. New editions of these Codes have been released every three years but the Building Official has not sought to adopt the current Codes until very recently as demonstrated by the recent purchase of the 2012 editions of the Codes. A five year effort to adopt the 2006 editions of the Codes was ultimately suspended in favor of a new effort to adopt the 2012 editions. Officially adopting and enforcing the latest edition of the Codes is essential to ensuring the safety of the community, maintaining low insurance rates and avoiding confusion among the architects and designers submitting plans to the City. The Building Official has reportedly allowed some projects to be plan reviewed and inspected per the 2006 edition of the Codes, however, this inconsistent practice creates great confusion for plan review staff and building inspectors.

31. *Recommendation:* **The Building Official should continue his efforts to immediately adopt the 2012 editions of the International Codes.**

Given the long period of time since the last code adoption by the City, it should be anticipated that significant training will be required for both staff and members of the local design community. Several staff members had an opportunity to attend a class covering some changes between the 2009 edition of the codes and the 2012 edition. While this is certainly helpful, not all staff had the opportunity to attend the needed classes. The process to adopt new versions of the Codes should include an appropriate delay in the implementation date in order to provide staff and the community the time necessary to obtain the needed additional code update training.

32. *Recommendation:* **The Building Official should create a comprehensive training program for staff and local designers to familiarize them with the changes that have taken place between the 2000 editions of the Codes and the 2012 editions of the Codes. The Code adoption process should include a period of time between adoption and implementation to allow this training to be provided.**

D. ORGANIZATIONAL ISSUES

Customer Handouts

The Building Safety Division has compiled an impressive collection of handouts available to the public to assist them in understanding the various submittal requirements necessary to obtain permits. Most of these handouts are also available

on the Division's web site page. With the anticipated adoption of the 2012 editions of the Codes, these handouts will need to be reviewed and updated as appropriate. This updating process will provide an opportunity to incorporate enhancements to the current handouts. The heading format on the current handouts vary considerably. The Department should consider creating a standard heading format that would establish a uniform location for the document title, latest revision date and perhaps a form number that could be indexed on a master list. At the time of our visit several of the handouts were not available or were incomplete. An example of an incomplete handout was the handout for Development Fees where the original was apparently two-sided; however, the available handout only included single-sided pages so half the document was missing. In some other cases the forms still identify the Building Safety Division as a Department (ie., business license applications). There is also a display in this area that includes business card holders for many of the City Employees. Some key positions were missing from the display and many card holders were empty.

33. *Recommendation:* **The Building Official should assign staff to review and revise the existing customer handouts to reflect changes mandated by the 2012 editions of the Codes.**

34. *Recommendation:* **The Building Official should work with other Managers within the Department to consider establishing a standard format for titles and revision dates on all Department Handouts.**

35. *Recommendation:* **The Building Official should work with other Managers within the Department to assign an individual and backup to maintain appropriate copies of handouts and business cards in the public counter area.**

One of the handouts we typically see is a flow chart that graphically describes the building permit process. These charts are frequently also available for describing many of the planning and engineering processes. These were not available to the public at the counter, however, upon inquiry, we were provided with copies of several flow charts describing various processes. We were informed that the charts may not be completely accurate and presumably that is the reason that they were not being distributed. Our studies have found that these charts are very useful tools for not only customers but also staff charged with the responsibility of explaining the various steps customers must complete to successfully obtain their permits or licenses.

36. *Recommendation:* **The Building Official should work with other Managers within the Department to update the existing process flow charts and make them available as a handout and on the website as a printable document.**

As stated previously, there is an urgent need to train appropriate staff to provide full backup to the Permit Technician assigned to the public counter. At this time there is no Desk Manual available to assist staff assigned to the counter in performing their duties. The large array of public handouts and an updated set of process flow charts would provide a substantial foundation for the creation of such a Manual.

37. *Recommendation:* **The Building Official should work with the Development Expeditor and Permit Technician to create a comprehensive Desk Manual for the counter Permit Technician position that will assist other staff in becoming cross-trained to perform the full scope of plan in-take and processing at the public counter.**

Customer Comment Forms

There are currently no customer comment forms being used at the public counter to solicit customer input on the quality of the services provided by the City. While these comment forms can take various forms and can range from quite simple to complex multi-page documents, to be useful they must be readily available and staff should be encouraging their use. Data gathered from these comment forms frequently provide very valuable insights into the public's perception of the City and its commitment to customer service. These comment cards also can provide an excellent means for recognizing those employees who provide outstanding service to the public. Whether these comment forms are completed anonymously or contain requests for follow-up discussions with management, they are a tool progressive departments use to their advantage.

38. *Recommendation:* **The Building Official should work with the other Managers within the department to develop a program to actively solicit customer comments regarding the services provided by the Department.**

Fees

As previously noted, most jurisdictions we review have established a policy that new development should pay for itself through the imposition of fees that are appropriate to cover the cost of the services provided. It appears that the City of Maricopa has not updated it building permit fees since the original adoption of the 2000 editions of the Codes. This situation has created a significant disparity between the permit fees being assessed by Maricopa in comparison with some other jurisdictions within the valley. We have not conducted any detailed analysis of the fees currently being charged other than to note that the permit fee for a particular valuation in Maricopa is approximately 30% less than in Glendale and the hourly rates are over 50% greater in Glendale.

39. *Recommendation:* **The Building Official should work with the Director of Development Services to explore increasing the current building permit fees to reflect the actual cost of providing the required services.**

Job Descriptions

The City has established job descriptions for positions within the Building Safety Division; however, several are in need of revision to reflect actual current assignments or to be consistent with other related job descriptions. As an example, the current job description for the Supervisor of Plan Review included responsibilities for inspection supervision, which is no longer within his assigned duties. In addition, the job descriptions we reviewed did not include a file name or revision date that would have helped confirm that the descriptions had been periodically updated.

40. *Recommendation:* **The Building Official should work with Human Resources to update the current set of job descriptions for the positions within the Division and to confirm the minimum qualifications are consistent with the positions. Latest revision date should be included on all job descriptions.**

The Building Division does not have an established career ladder to recognize and encourage employees to improve their skills and abilities to better respond to the service demands of the City. Many other jurisdictions have established career ladders for plans examiners, building inspectors and permit technicians to recognize their efforts to expand their professional skills. Generally this takes the form of establishing levels that recognize employees for obtaining additional professional certifications or licenses and is accompanied by some form of incentive pay or promotion.

41. *Recommendation:* **The Building Official should work with Human Resources to create a career ladder for the current positions within the Division to recognize and encourage employees to seek additional professional certifications.**

Management

The public's perception of the services provided by the Building Safety Division is generally very positive. Few employees questioned the high quality of the services provided by the Division, but rather took exception to the Building Official's style of managing the employees under his supervision. Employees stated that morale in the Division is very low and that many employees would choose to work elsewhere if, and when, the opportunity arises.

Employee comments about management included:

- Being a highly authoritarian micromanager to the point of creating a hostile environment for the employees.

- Seldom, if ever, observed complimenting staff for their efforts.

- Lack of trust even though most employees would seem to have the significant experience and education necessary to perform their assigned duties.

- Discouraged staff from seeking additional training, certifications or special assignments that would allow them to contribute more to the City.

- Lack of mentoring and opportunities for advancement.

The Building Official frequently performs those tasks routinely assigned to other staff, such as reviewing plans and performing independent field inspections. While we support the concept of a periodic audit program to confirm employees are performing in accordance with established performance standards, this should not be a primary activity of the Division Manager when supervisors have been assigned those duties and other higher-level management task need to be addressed.

Having a management employee focus on true management activities is a frequent challenge we observe in our studies. Often it can be traced back to the practice of promoting individuals with strong technical skills in their specific field but lacking the necessary additional training in supervisory and management skills. Well-written job descriptions can often address this issue during the hiring process if they are appropriately administered. The City of Maricopa has written job description of positions in the Building Safety Division that generally require a high level of qualifications. However, a clause allowing the City Manager to accept an equivalency can undermine the best intentions of these well-written job descriptions. In the case of the job description for the Building Official, the minimum qualifications indicated possession of a Bachelor's Degree in a related field, preference for a Master's Degree, considerable management experience and possession of certification as a Certified Building Official (CBO) within one year of employment. The current Building Official does not meet the minimum educational requirements nor has he obtained the necessary CBO certification during the nearly six years he has been in the position.

42. *Recommendation:* **The Director of Development Services should require the Building Official to obtain certification as a Certified Building Official within nine months.**

It would be useful for the Building Official to undergo a comprehensive evaluation. While this could be performed by the Director of Development Services, we suggest it be let by the Assistant City Manager to add to its independence and objectivity.

43. *Recommendation:* **The Building Official should undergo a comprehensive evaluation performed by the Assistant City Manager.**

Sharing information with employees about the current events within the City and providing policy direction is critical to maintaining their continued support for the City's initiatives. The Building Official does not currently meet on a regular basis with staff to share information disseminated during the Department's weekly staff meeting. The Division's employees frequently feel "out-of-the-loop" regarding information that would be helpful for them to complete their assignments.

44. *Recommendation:* **The Building Official should conduct periodic staff meetings to inform employees of items covered during Department staff meetings and to solicit information and recommendations from staff that the Building Official may need to share with other managers.**

The City's Strategic Plan identifies the need for all departments to establish a succession plan. In the case of the Building Division, it is clear that no emphasis has been placed on establishing a mentoring program for managers and supervisors to encourage their staff to learn the skills necessary to be promoted into a higher position within the Division. Such programs have traditionally increased the awareness of both employees and managers of the demands of the job and have often provided an excellent opportunity to motivate employees who feel stuck in their current positions. These programs also tend to free up managers from the more mundane aspects of their job to allow more time to focus on the "big picture" aspects that they don't normally have time to see.

45. *Recommendation:* **The Building Official should establish a mentoring program within the Division to encourage all employees to become familiar with the skills and responsibilities associated with supervisory and management positions within the Division.**

As discussed elsewhere in this Study, the Building Official has given temporary assignments to Building Inspectors and Plans Examiners to perform construction and janitorial services on other City buildings. This can be viewed as an innovative way of deploying City resources to an area of need from an area experiencing a temporary reduction in workload. To be completely successful, the reasoning behind such assignments should be fully understood by all parties to the arrangement and a general agreement should be sought. Employee interviews indicated that there is considerable dissatisfaction with being assigned to these types of projects. Some employees expressed concerns that they are not qualified to perform some of the equipment installations they have been assigned and others have suggested that there are numerous other assignments they could be performing within the Building

Safety Division that would be more beneficial to both the City and their personal development within their current job descriptions.

46. *Recommendation:* **The Building Official should meet with employees to explain the reasoning behind their current temporary assignments and solicit their comments regarding their qualifications to perform the newly assigned duties.**

47. *Recommendation:* **The Building Official should meet with the employees to solicit their recommendations for additional activities that they believe they should be engaged in to further their development within their current job classifications.**

The City's Strategic Plan includes a desire to have management staffs actively participate in professional associations in order to share valuable information regarding the City's activities and to represent the City favorably in discussions and decisions that impact the region. The International Code Council (ICC) has Chapters active in both Southern and Central Arizona for the specific purpose of promoting the activities of the Building Official and for seeking consistency between jurisdictions in the region. Currently the Building Official and his staff do not actively participate in these activities.

48. *Recommendation:* **The Building Official should actively participate in the local Building Official's Association and encourage staff, to the extent possible, to also contribute to the Chapter's activities by serving on technical committees.**

Mission

The Building Safety Division does not currently have a clearly defined mission statement or set of goals to assist staff in exercising their discretion when responding to the customer's needs. As will be discussed below, employees have identified that need for significant improvement in the area of internal communications within the Building Safety Division. The lack of a clear set of guiding principles and limited communication on internal policy direction creates confusion for employees and inefficient service to the customer.

49. *Recommendation:* **The Building Official should work with the Director of Development Services and Division staffs to compile a workable mission statement that will help provide them guidance in exercising their discretionary to meet customer needs.**

Performance Evaluations

Administering periodic employee performance evaluations are essential to obtaining and maintaining acceptable performance. Effective performance evaluations provide management an opportunity to establish performance standards and provide employees with the feedback they need to determine if they are meeting or exceeding those standards. Annual employee performance evaluations have not been administered recently within the Building Safety Division. Further, employees report that they have been instructed by the Building Official to complete their own self-evaluations by simply checking satisfactory in all categories. This type of exercise provides no useful feedback to employees and is rarely a true reflection of the employee's performance. We understand the City is in the process of establishing a new and comprehensive employee performance evaluation program. We support this concept and generally feel the draft documentation to assist managers in preparing these comprehensive evaluations is useful and thorough. However, upon actually reviewing the draft performance evaluation document, it appears the language describing the categories for evaluation is vague and much more suited for employees at a management level. As such, it is likely that first-line supervisors will have difficulty finding suitable examples of employee behavior that clearly fit within the described categories.

50. *Recommendation:* **The City should implement the new employee performance evaluation as soon as practical and provide managers and supervisors with adequate guidance to assist the implementation phase of the program.**

Records Management

The records management program in the Building Safety Division had been neglected for many years. Recently efforts had been made to attempt to catch up by scanning some old plans and records. This project had been previously assigned to interns; however, progress was very limited. The Administrative Assistant managed to scan old plans and records from 2004 through June 2007 but that program has been suspended. Now only new plans are scanned. Staff reports that progress on this program is limited by available time and a tendency for the scanner to frequently stop running. There is currently no effort underway to make plans and records available for viewing via the internet.

51. *Recommendation:* **The Development Services Department should adopt an overall records management plan and take steps to eliminate the current backlog of files by scanning the documents into a format that can eventually be viewable on the Internet.**

Staffing/Activity Levels

The City of Maricopa experienced explosive residential growth during calendar years 2005, 2006 & 2007.During this three year period an average of 3,873 single family dwellings were being permitted with the peak year of 2005 representing 6,613 dwellings. For comparison purposes, the average number of single family dwelling permits issued during the last three calendar years was 235 and the number of single family dwelling permits for fiscal year 2011-2012 is projected to be below this average number. The number of inspections conducted during the peak period (FY 05-06) was 72,479 and the projected number of inspections to be performed this fiscal year is only 3,400. During the periods of extremely high activity, the City supplemented its workforce with additional contract staff hired specifically to provide additional plan review and building inspection services. Currently there are no contract staff being retained by the City for these services and the City has transferred several employees to positions in other Department or sections where their services were needed. The average number of inspection currently performed per day per inspector is less than seven. While these numbers are generally lower than the number of inspections we would recommend after having conducted a comprehensive staffing analysis, we recognize there are a number of other activities the inspectors engage in that are not necessarily reflected in these inspection numbers. We would typically recommend an average of 13 to 15 inspections per day per inspector.

In addition to their normal assignments, inspection staff and some plan review staff have been routinely assigned to perform duties not normally associated with building inspection or plan review activities. These services include performing construction repairs on City facilities and routine janitorial services. While management has made these assignments in an effort to ensure the employee's time is contributing to the overall benefit of the community, some of the individual employees have been highly resistant to these types of assignments. They have expressed strong feelings that their time would be better used engaged in their own department developing improved procedures or obtaining additional technical code training.

A summary of selected permit activity for the last five calendar years is provided in Table 7.

Table 7
Summary of Selected Permit Activity

Permit Type	2007	2008	2009	2010	2011
Building - SFD	2535	913	400	186	120
Building – Non SFD	209	115	57	63	49
Electrical	142	65	47	29	27
Plumbing	159	145	147	108	158
Pool	565	199	137	106	153
Sign	52	70	27	23	46
TOTAL	3662	1507	815	515	553

The above chart reflects an 85% reduction in overall permit activity and a 95% reduction in the number of permits for single-family dwellings over the last five calendar years. Based on information obtained from the Home Builders Association of Central Arizona, there is little evidence to suggest there will be any substantial increase in these permit numbers in the immediate future. Therefore, a determination of appropriate staffing levels should be based on a continuation of the current activity levels and any consideration for adding staff should include the possible use of short-term contract staffing until evidence of a sustained recovery can be demonstrated.

52. *Recommendation:* **Building Division staffing levels should be based on a continuation of the current activity levels and any consideration for adding staff should include the possible use of short-term contract staffing until evidence of a sustained recovery can be demonstrated.**

Training

Unlike many other municipal services, the building and related codes adopted by the jurisdiction change frequently which requires the Building Official to apply constant vigilance to ensure that the most current adopted code provisions are being properly enforced. One of the methods to obtain the needed training on these new codes is through attendance at outside training classes. Technical code classes are made available locally by such organizations as the International Code Council (ICC) and National Fire Protection Association (NFPA). Currently most of the Plans Examiner and Building Inspector job descriptions require obtaining and maintaining certification in an appropriate technical discipline. Maintaining these certifications requires attendance at approved training classes and the accumulation of Continuing Education Units (CEUs). As an alternative to attending off-site classes, many of these

classes are available on-line from these same organizations. According to staff, the City has continued to be supportive of most of their efforts to participate in these classes and obtain the necessary Continuing Education Units (CEUs) to maintain their certifications.

53. *Recommendation:* **The City should continue to financially support attendance at local and State code training classes for all members of the inspection and plans examiner staff.**

54. *Recommendation:* **The Building Official should actively monitor the status of both the Inspector's and Plans Examiner's qualifications and establish a program to confirm they are accumulating the necessary CEUs to maintain their State mandated qualifications.**

As stated previously under overall Department comments, we typically recommend that 2% of this function's personnel budget be set aside for annual supervisory training and other training of employees. The City budget may not allow this in the short term but it should be a goal. In addition, employees should continually receive in-house training and mentoring from the Manager and trainers. We typically suggest that 5% of staff's time be devoted to training.

55. *Recommendation:* **The budget for the Building Safety Division should include a line item for on-going technical code and supervisory training for Division staff so that all staff can receive training appropriate for their positions.**

The Building Safety Division does not conduct weekly in-house training sessions for either the inspection staff or the Plans Examiners. Conducting weekly training sessions typically provides an opportunity for staff to share their experiences gained while conducting field inspections or performing plan reviews. This sharing process contributes to more consistent interpretations among the staff. Weekly training sessions are particularly important when a new set of codes are adopted every three years. Tracking these training sessions gives supervisors the opportunity to confirm that all appropriate subjects are being covered during training and helps ensure that all staff has had access to the training. In addition, a specific training program for new employees is essential to establish not only a basic understanding of the technical code requirements enforced by the City, but also as a means of determining if new employees are familiar with the policies and procedures unique to the jurisdiction.

56. *Recommendation:* **The Building Official should ensure that all inspection and plans examination staff participate in some form of a weekly training session that is recorded for both subject matter and attendance.**

Opportunities to lead the classes should be given to all staff as a means of encouraging the development of technical expertise and identifying staff for potential future promotional opportunities.

E. PROCESSING ISSUES

Code Enforcement Activities

The City's Code Enforcement Program was recently transferred to the Building Safety Division from the Police Department and the Code Enforcement Officer has only been on the job for four months. The new employee's primary responsibilities include receiving and responding to requests for code enforcement investigations and initiating volunteer programs for graffiti abatement and neighborhood clean-ups. The Officer is also researching the municipal codes to determine what changes should be made to allow the program to become more effective in the Heritage District of the City. The Code Enforcement Officer has been relying primarily on voluntary compliance due to a lack of formal enforcement methods contained within the current City Codes. The code enforcement Officer should have the ability to issue administrative citations and assess civil penalties as a means of encouraging compliance.

57. *Recommendation:* **The Code Enforcement Officer should work with the Building Official to bring forth proposed changes to the City Code that would expand the number of formal enforcement processes that can be utilized to encourage property owners to comply with the City's adopted standards**

Inspection Activities

A frequent complaint heard in focus group discussions is the lack of consistency between inspector interpretations in the field. While in-house group training can contribute to increasing the knowledge of inspection staff and give the Building Official the opportunity to give specific direction on how the code should be interpreted in the field, this must be followed up with a comprehensive in-field audit program. The current quality control program consists of the Sr. Inspector and the single Building Inspector periodically rotating their inspection areas so that each inspector can observe the results of the inspections performed by the other. This arrangement probably reduces inconsistencies, however, as inspection staff is added in the future to respond to increased permit activity, a more formal approach should be adopted. Such a program should consist of a periodic ride-along program whereby the Sr. Inspector accompanies the inspector during a day of inspection activity and confirms performance against a standardized checklist of established performance

standards. Deficiencies should be immediately identified and also noted as performance goals in future performance evaluations. The audit program should also include independent visits by the Sr. Inspector to job sites to solicit feedback from construction site supervisors regarding the performance of the assigned inspector. These visits also afford the Sr. Inspector the opportunity to confirm that all required paperwork is on-site and properly completed to reflect the current status of the project. Due to an inherent reluctance by contractors to complain about an inspector while their project is still being inspected, the audit program should also include a component to mail a customer satisfaction survey form to contractors and homeowners after the project has received final inspection. This approach will not only provide the Building Official an opportunity to gather more reliable feedback regarding the performance of the inspector, but also can provide an opportunity for the permittee to provide valuable feedback and suggestions regarding the entire permitting process.

58. *Recommendation:* **The Sr. Inspector should work with the Building Official and inspection staff to establish a set of performance standards for evaluating inspector performance in the field.**

59. *Recommendation:* **In the future, the Sr. Inspector should establish a comprehensive inspection-auditing program that includes ride-alongs, independent site visits by the Sr. Inspector, and a post-final inspection customer satisfaction survey submitted directly to the Building Official.**

60. *Recommendation:* **The Sr. Inspector should review all reports gathered during field audits and confirm that appropriate information from those reports is incorporated into employee performance evaluations as future performance goals.**

Plans Examination

The minimum qualifications established in the City's job description provide an ample level of formal education and certification requirements to help assure that the Sr. Plans Examiner is qualified to perform the required duties of the job. The Sr. Plans Examiner is a Registered Architect, Certified Plans Examiner and possesses certification as a Certified Building Official (CBO). The Plans Examiner, though not a Registered Architect, has similar qualifications even though the current job description does not require certification as a Plans Examiner or Building Official.

61. *Recommendation:* **The Building Official should work with Human Resources to update the job description for the Plans Examiner position to**

reflect the need to acquire certification as a Plans Examiner within one-year of employment.

Key indicators for measuring the effectiveness of a plan review operation is the quality of the plan review and the quantity of plans reviewed. The quality of plan review is frequently measured by the degree to which similar plans are reviewed in a consistent and uniform manner by all of the Plans Examiners. Though not strongly expressed during our visit, designers state strong opinions regarding a lack of uniformity and consistency among the work performed by the Plans Examiners. A traditional method used to help advance uniformity and consistency for plan reviews is the implementation of a periodic audit program. Currently the Building Official reviews all plans that have been checked by the Sr. Plans Examiner and Plans Examiner before they are returned to the applicant. This review typically does not follow a specific process and comments from the reviews are rarely documented to be included in the employee's performance evaluation. We also believe that an effective audit program should be based on a sampling of work products rather than have the Division Manager take time away from his duties to perform redundant plan reviews of all projects.

62. *Recommendation:* **The Sr. Plans Examiner should work with the Plans Examination staff to establish a set of performance standards for evaluating Plans Examiner performance.**

63. *Recommendation:* **The Sr. Plans Examiner should establish a comprehensive Plan Review auditing program that includes periodic review of completed plan reviews performed by both in-house staff and those reviews conducted by outside consultants.**

64. *Recommendation:* **The Sr. Plans Examiner should review all reports gathered during the plan review audits and confirm that appropriate information from those reports is incorporated into employee performance evaluations as future performance goals.**

Plan Review Turnaround

Interviews with customers during our studies always highlight the importance of quickly processing projects in order for owners to see a return on investment as soon as possible. The amount of time spent in plan review is frequently cited as a key component to the success of a project. The City of Maricopa has published a table of turnaround times for reviewing various types of projects. Portions of that table are reprinted below as Table 8.

Table 8
Plan Review Turnaround Times

Type of Plan Review	Initial Plan Review	Re-submittals
Residential	15 days	10 days
Additions/Alterations	10 days	5 days
Residential Revisions	10 days	8 days
New Commercial	20 days	15 days
Tenant Improvements	8 days	5 days
Electrical	5 days	2 days
Plumbing	2 days	2 days

This table has not been updated since 2008 and reflects standards that were developed when the workload was approximately three times the current permit activity levels. These turnaround times should be substantially reduced to reflect the overall decrease in workload and whenever possible be performed as over-the-counter reviews. We recommend the 9 turnaround times for plan review of selected projects as shown in Table 9.

Table 9
Suggested Performance Targets For Building Safety Division Plan Check

Item	First Cycle	Second Cycle	Third Cycle
New residential construction	5 days	3 days	1 days
Residential remodels	5 days	3 days	1 day
New commercial construction, less than $1,000, 000 valuation	10 days	5 days	2 days
New commercial construction, more than $1,000, 000 valuation	15 days	10 days	5 days
Tenant improvements	5 days	3 days	1 day

65. *Recommendation:* **The Building Official should revise and publish a new set of plan review turnaround times as shown in Table 9_to reflect the overall reduced workload the Division is currently experiencing.**

While establishing target turnaround times for plan review is critical, a system to measure compliance with these standards is also an essential component of the program. Currently the division does not have an effective means of measuring compliance with these standards. The current permit system (*Munis*) collects data but does not provide useful reports that managers can use to determine if these standards are being achieved.

66. *Recommendation:* **The Building Official should work with the Development Expeditor and IT to enhance the *Munis* system or acquire a new permits program that will provide reports to track plan review turnaround times.**

V.   DEVELOPMENT/CIP DIVISION

A. PROFILE

Authority

The Development/CIP Division (D/CIP) derives its fundamental authority from the City Manager through the Development Services Department Director. There are also pertinent sections of the Maricopa Municipal Code and Sections of the City's Subdivision Code, which also convey ministerial authority to this division.

Basic Functions

The Development/CIP Division is responsible for two major city functions: The Capital Improvements Program (CIP) and Development Applications processing, which are described in further detail below.

Capital Improvements Program

The CIP program includes the implementation of the majority of major capital improvements (CIP) for the City of Maricopa including public works infrastructure and buildings and facilities. The City's Capital Improvements Program includes over $200 million worth of projects that are scheduled for construction between now and 2017. A significant portion of the program is funded with development impact fees.

The current program has more than 30 active projects under various stages of design and construction in the DS Department alone. The scope of projects range from relatively minor traffic operations improvements to major infrastructure street and utility works. Buildings and facilities projects including a 50,000 sf. City Hall Complex that is in its initial stages of construction. The City's Finance Department website page has a detailed description of the CIP plan and program, which is summarized below. The appendix of this Study also includes copies of the pertinent CIP program documents.

Capital Improvement Plan

- *The Capital Improvement Plan is a public document that communicates timing and costs associated with constructing, staffing, maintaining, and operating publicly financed facilities and improvements with a total cost over $25,000.*

- *The Plan is reviewed and updated annually, with a target date set in December of each year or in conjunction with operations budget.*

- *The Plan also serves as a foundation to the City's annual review of Development Fees and Operating Budgets.*

Capital Improvement Program

- *The Capital Improvements Program includes the first five years of the Capital Improvement Plan.*

- *Projects included within the five-year program must have sound cost estimates, an identified site, and verified financing sources, as well as confirmation that they can be staffed and maintained within budgetary constraints. Adherence to these requirements will ensure responsible planning and management of resources.*

CIP Process

The Capital Improvement Plan and Program are reviewed and approved by the City Council in December of each year or soon thereafter. The final approval of the CIP is provided through the City Council which, once projects are initiated, will result in the commitment of financial resources and the construction of publicly owned, operated, and maintained facilities.

Development Applications Processing

Another major responsibility for the Division has been described in a previous section of this Study. "Receive applications and facilitate the processing of various proposed private developments that range from minor permit submittals to more comprehensive residential and commercial developments". Submittals are from the preliminary proposal stage through to the Planning Commission and final map approvals and are directed or processing through the planning, building, and engineering divisions as appropriate.

Organization/Staffing

The Development/CIP Division operates within the Development Services Department Administrative Division as a staff function for the entire department reporting to the Department Director. This organizational arrangement has implied authority over all other divisions in the Department. There are 7 major divisions in the Development Services Department including the Administrative Division.

The organization of the Administrative Division and the Development/CIP Division is shown in Figure 4 with staff listed in Table 10.

Figure 4
Administrative Division and the Development/CIP Organization
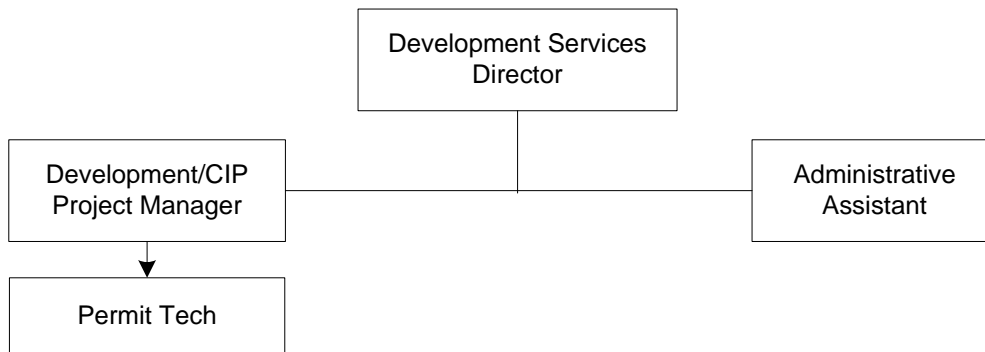
Table 10
Administrative Division and the Development/CIP Staffing

Position	Number of Staff	Function	Report To
Department Director	1	Manages the functions of the Development Services Department	Assistant City Manager
Development CIP Project Manager	1	Development Review Process; Developers Ombudsman; CIP planning & management. CIP Environmental process	Department Director
Permit Tech	1	Receives/Processes/coordinates building and engineering permits for entire Department, coordinates inspections	Development CIP Project Manager
Administrative Assistant	1	Clerical, Personnel & Admin/records, time sheets, Dept. Communications, Assistant to Director, Planning Commission Minutes	Department Director

B. POSITIVE FINDINGS

The following are positive findings for the Development/CIP Division:

- The organization is perfectly suited to assure expedient and coordinated processing of any type of development application from the smallest to the largest and most complex.

- The two key staff members are motivated, capable, and respected by their peers, supervisors, and the development community

- The concurrent responsibilities with the city CIP program and Development helps assure the best opportunity for coordination of public/private improvements required as the city continues to develop and expand in the future.

- The organizational arrangement helps assure that all development applications have a responsible advocate in the city's review process along with authority from the highest management level in the Department to facilitate resolution of conflicts related to the processing of any given application.

- The City Finance Department maintains an excellent CIP Project listing sorted in several different ways including by department responsibility and by funding source. The program is well funded at present.

- An MOU with Global Water Co defines a working relationship between the city and the water/sewer utility provider in Maricopa. Global Co. and Maricopa have a positive professional working relationship

- The Department staff appear to have a good working relation and communication with the Arizona Department of Transportation (ADOT) and the Native American authority adjacent to the city

C. POLICY ISSUES

General Plan

The City's General Plan and related zoning ordinance are out of date. At minimum up to date comprehensive policies pertaining to resolving flood plain conflicts and assuring circulation continuity is needed. Up to date long range planning and zoning including comprehensive General Plan land use and circulation elements will facilitate clearer direction to both staff and the development community. There are specific recommendations elsewhere in this Study pertaining to the zoning ordinance and the General Plan and its various elements. It is important to note that planning emphasis on the consideration of flood plain issues as well as a usable highway circulation master plan are essential for maintaining a positive public/private working relationship to properly guide the public and private development of Maricopa

67. *Recommendation:* **Assure that up to date transportation circulation and flood plain elements are incorporated into any future General Plan update**

D. ORGANIZATIONAL ISSUES

Overview

Management of a large part of the City's CIP implementation includes the considerable time and effort of both the Department Director and the Manager of the Development/CIP Division. The 5 year CIP program is well funded, and a large number of projects are currently in the process of being implemented. Major projects such as the City Hall complex will require not less than the undivided attention of one full time construction manager (CM) to provide sufficient oversight and management of that project in the near future. The following discussion and recommendations are intended to help the city and the Development Services Department maintain an effective and on time delivery of all the projects in its Capital Improvements Program

Staffing

We believe the Development/CIP division is understaffed. Its dual responsibilities for development processing and CIP implementation, along with our observation that he is serving as the informal coordinator of the Department create a heavy workload. Previous discussion in this Study points out that there is insufficient back up for both the Manager and Permit Technician. There is no formal back up for the Department Director as well. An option to consider is to add staff to provide back up for the permit technician as well as to assist with CIP implementation.

At the present time it appears that some funded projects are being delayed or deferred. While there are usually many reasons for delay or deferral of any particular project we find that some delays are a result of insufficient staffing in both the Development/CIP (D/CIP) and Engineering/Transportation (E/T) divisions. Adding to the D/CIP division will help relieve some of the burden on the Department Director for CIP implementation. As previously recommended the Director should delegate more of the routine CIP implementation tasks to the Department staff.

We have noted that there is an overall high workload demand notwithstanding the existing lower level of development applications and a significant number of employee questionnaires responded that there is not enough time available to properly complete assigned tasks. Some of the Building Division staff also appear to be qualified to assist with CIP projects and this alternative should be considered.

Additional staffing recommendations are also included in the discussion of the Engineering/Transportation (E/T) Division portion of this Study to complement the work by D/CIP. Please note that we are not recommending that the CIP implementation responsibility be separated from the DS Department or that the direct reporting of the existing Managers to the Director be changed at this time.

It will be helpful if it is clear that the D/CIP manager is in command and has lead responsibility for CIP implementation for the entire city program. For example determination of when to use consultant staff or in house staff for a given project, assuring coordinated schedules for bids and utilities, and determination to use consultants to provide CM services on major projects can all be managed by the D/CIP Division. The current Development/CIP manager is personally and professionally qualified to fill this role in our view.

Adding staffing to the D/CIP will permit the manager's current and very important responsibility as the developers "ombudsman" to continue particularly for major projects requiring multi agency cooperation.

As mentioned previously in this Study, workload demands created when there is a significant increase of development activity in the future may cause the City to consider separating the CIP and Development processing activity into separate divisions or possibly creating a CIP Department. The steps discussed above and the recommendations below will allow for those options in the future.

68. *Recommendation:* **Add one full time staff member to the Development/CIP division with training to serve both development permit and CIP functions. Consider initially using contract or consulting services for this position or reassignment of Building Division staff.**

Administrative Assistance

The Department has one Administrative assistant for the Administration Division. The Building/Safety Division also has a person assigned to Administrative duties. The administrative needs of the CIP/D division and the department administration may be adequately covered by the existing staff person. It is also possible that the two administrative staff could be utilized to jointly serve the administrative needs of both the CIP/Development and the Building/Safety Divisions. The relationship and coordination between the Building/safety Administrative Assistant and the Department Administrative Assistant is unclear. It will be worthwhile to review these position assignments and responsibilities. The existing reduced new development and building activity levels, together with the ongoing high demand to proceed with CIP projects, may justify rebalancing the assignments of the two administrative assistants.

69. *Recommendation:* **Review the current Administrative Assistants' responsibilities, workload, and tasks to assure that there is adequate utilization and coordination between the two positions.**

Developer Community Relations

Apparent strict reliance on procedural requirements including those of outside agencies such as ADOT and the utility companies may interfere with the ability of the city to be an effective advocate for development even when it is clearly in the city's beneficial interest to help the development succeed. Developers and landowners have complained that the city appears to be helpless when dealing with outside agencies and utility companies. This has caused a level of frustration among the development community with resulting antipathy toward the city staff. While it is our view that much of the negative comment is unwarranted, it is nevertheless a perception that exists among some within the development community.

It may also be possible working with ADOT to have the State highway bisecting the City brought under the stronger control of the City. For example a partial relinquishment of the State route to the City could help resolve some access and traffic control conflicts between adjacent landowners, the City and ADOT.

70. *Recommendation:* **The City should investigate the options and feasibility of assuming greater control of the State highway through Maricopa including possible relinquishment of the route by ADOT.**

71. *Recommendation:* **Department Management should consider providing stronger advocacy with outside agencies and utilities for projects and developments that are in the City's interests. Staff should receive guidance from the City Manager and Department Directors offices during a project's formative stages to assure that perceived unreasonable delays to the progress caused by outside agencies of worthy developments are minimized.**

72. *Recommendation*—**Continue, expand and reinforce ongoing liaisons and meetings with development groups and companies to assure positive communications are maintained.**

CIP Implementation

- There is no formal policy which designates the Development/CIP division as the lead for implementation of the CIP. For the most part the lead role has occurred by default. Nevertheless a more formal policy designating the lead responsibility for project implementation would be useful to avoid conflicts between departments particularly during the design and construction stages of a project

- The potential for conflicts occurring increases when individual projects are being advanced or sponsored by different departments without overall coordination by a single authority. The larger portion of the City's CIP project implementation is currently within the purview of the Development Services Department. It is also our understanding the major projects such as the aquatics center are being managed by the DS Department. The policy previously recommended below will formalize the apparent informal process for CIP implementation

73. *Recommendation:* **Adopt a formal policy designating the Development/CIP Division as the lead authority for implementation of all CIP projects for PW infrastructure, parks, building and facilities. The policy should also designate the supporting Department for projects being developed or sponsored by that department.**

Addressing

The Development/CIP Manager handles the addressing function. We believe this function should be delegated to fee up time of the Manager for other functions. It could be delegated to either the Permit Tech or one of the planners.

74. *Recommendation:* **The addressing function should be delegated to either the Permit Tech or one of the Planners.**

E.   PROCESSING ISSUES

Time and Cost Tracking

There are recommendations in other sections of this Study related to cost recovery for development. In addition, while there is a well-funded CIP program, at the present time there doesn't appear to be a clear path to cover the cost of administration for the implementation of CIP projects. We have inspected the basic form of the time sheets submitted by employees for payroll purposes. The time sheets can easily be modified, either on the direct payroll time sheet or on the supplemental exception form, to add project specific identification of and the time spent by employees working on either CIP or development projects.

Discussions with the City's Finance Director have indicated that a relatively simple cost accounting change will allow for accurate allocation of the administrative costs to implement projects particularly from the CIP fund. This action can help reduce the pressure on the general fund for employee compensation.

It is important to note that a major source of CIP funding is derived from development impact fees (DIF). Each fee when established is concisely defined as to the elements that contribute to it. The cost of administration to implement a CIP project is a legitimate portion of the cost of that project. Even if there are limitations due to an existing DIF study for a given project, it will be useful to record and gain a documented history of the actual cost to administer each CIP project. That data can then be effectively used to incorporate those actual cost percentages into future and/or amended DIF calculations

75. *Recommendation:* **Charge administrative costs to implement the CIP from each project subject to any limitations related to Development Impact Fees. Adjust the Department and Division operating and CIP budgets accordingly. This recommendation applies to all divisions in the DS Department.**

76. *Recommendation:* **Modify the employee time sheet reports to account for staff time spent on identified projects including both CIP and development work. Document administrative costs of CIP implementation to be used for future DIF studies**

Environmental Reports

Environmental reports and processing for CIP projects are currently handled by the Department Director except for Categorical Exemptions (CatX) which are processed by the CIP/Development Division Manager. The Planning Division is responsible for environmental reports required for private development. Many communities also have the planners handle environmental reviews for public projects. The Director has considerable expertise and past experience with environmental reports preparation. Other sections of this Study suggest that the Director needs to increase the delegation of his authority to the capable management staff of the Department. Environmental report processing is another area where the overall management of the Department can be improved by assigning this task to a responsible manager.

77. *Recommendation:* **Responsibility for all CIP environmental report preparation should be delegated to the Planning Division with the Department Director assuming an advisory and consultation role.**

VI. ENGINEERING/TRANSPORTATION DIVISION

A. PROFILE

Organization

The Engineering/Transportation Division (E/T) is one of seven divisions in the Development Services Department. It is managed by the City Engineer/Transportation Manager who reports to the Development Services Director. There is presently four staff in this division as shown in Figure 5 and described in Table 11.
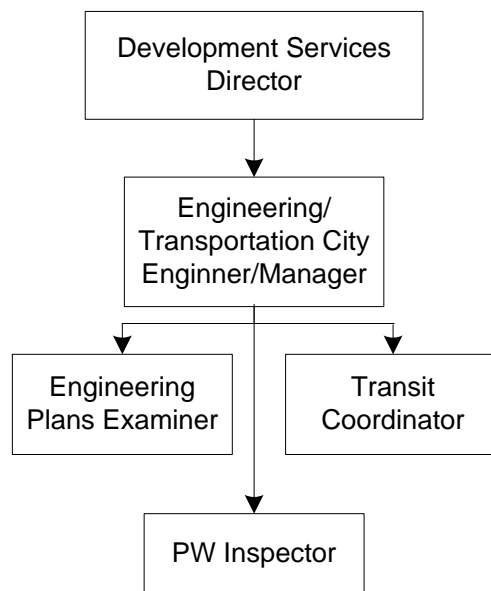
Figure 5
Engineering/Transportation Organization

Table 11
Engineering/Transportation Positions

Position	Number of Staff	Function	Reports To
City Engineer/Manager	1	Engineering, Traffic engineering and Transportation Planning, Development plans CIP Engineering	Department Director
Engineering Plans Examiner	1	Development Plans engineering review and processing	City Engineer/Manager
PW Inspector	1	Infrastructure inspection for Development and CIP projects	City Engineer/Manager
Transit Coordinator	1	Transit system grant implementation (Comet-demand service) Safe routes to school and "Quiet zones" project	City Engineer/Manager

Authority

The City Engineer/Manager of Transportation reports to the Director of the Development Services Department who in turn is subordinate to the Assistant City Manager. It is important to note that in accordance with the Maricopa City Code, the City Engineer serves at the pleasure of the City Manager.

> *__Maricopa City Code-City Engineer__*
> *__Division V. City Engineer__*
> *__Sec. 3-81. Office Created__*
> *There is hereby created the office of the City Engineer.*
> *__Sec. 3-82. Appointment__*
> *The city engineer shall be appointed by the manager and may be removed by the manager with or without cause. The city engineer shall be chosen on the basis of his executive, professional, and administrative qualifications and his knowledge of accepted practice with respect to the duties of his office as set forth in Section 3-83.*
> *__Sec. 3-83. Duties__*
> *The city engineer shall have charge of the city streets, sewers and waterworks and shall perform such duties as may be required of him by law and such other duties as the manager may deem necessary*

The City Engineer, an Arizona registered Professional Engineer (PE), has certain statutory authority and responsibility in addition to the supervisory relationship to the Development Services Director. That statutory authority pertains to Arizona Registered Professional Civil Engineer's (PE) being in responsible charge of the design and construction of infrastructure for various public works in the City. That

authority and responsibility is a matter of State law, and therefore carries a theoretical independence from the City's chain of command. As a practical matter as long as all the City's requirements are met and the City Engineer does not find any safety violation or breach of the State law, then the approval of the City's infrastructure plans are a ministerial act.

B. FUNCTIONS

Overview

The Engineering/Transportation Division was recently combined from two separate divisions in the Development Services Department. The Division provides in-house professional engineering and transportation/traffic services. The services including but not limited to, review of engineered project improvement plans and reports, development agreements, easements, and all other engineering related and necessary documents required for project development. Engineering ensures that projects are compliant with local, county & national engineering standards, the City's Zoning & Subdivision Ordinances, City Code, as well as other statutory regulations.

The functions of the Engineering/Transportation Division also include the oversight of the engineering design and construction inspection of many, but not all of the capital improvements for the city. The review/approval process for various infrastructure improvements ensures conformance with City requirements and is another important engineering function.

Development Review: The development review engineering staff is responsible for the following:

- Approval of final infrastructure improvement plans for residential subdivisions and commercial developments.
- Review approval and recordation of all plat and R/W maps for the city.
- Construction Inspection of all infrastructure improvements related to development along with inspection of CIP infrastructure projects.

Inspection Services

The Engineering/Transportation Division has a designated engineering staff person that reviews improvement plans that are required of private developments including both private and publicly owned infrastructure. Inspection of all infrastructure construction is provided from within the Engineering Division. City infrastructure includes streets and highways owned by the city. In addition to the one full time staff engineer to conduct plan and process review there is one inspection staff person to inspect both CIP and development related work.

Maintenance/Operations Support

Engineering support to the operations divisions is another important responsibility of the E/T Division. For example they prepare the plans and contract documents and provide project management and inspection for the City slurry seal resurfacing projects.

Rights of Way and City Property Management

As the City's Right of Way (R/W) agent the Engineering/Transportation Division staff also performs detailed and comprehensive reviews of the preliminary and final plats submitted during the development review process. Staff subsequently presents the plats to City Council and records the approved plats with the Pinal County Recorder's Office. State law and a corresponding City ordinance mandate the various requirements for approval of plat maps. This is an area where supporting records management is becoming increasingly important.

Storm Drains and Flooding

Storm water management pursuant to National Pollutant Discharge Elimination System (NPDES) Program compliance is not legally required in Maricopa since the City has a "rural community" status. The City requires each new development to contain all storm runoff onsite typically using detention/infiltration basins. Although Maricopa is not currently mandated to conform to NPDES standards it is possible that its planned future growth will cause its "rural designation" to change. The onsite runoff retention standard will serve the City well even if it ultimately falls within the NPDES requirements in the future.

Transit Coordinator

Another Transportation Division staff person works on grant implementation and currently provides coordination for the operation of the City's local demand response transit program known as "Comet Transit". This same person also administers the safe routes to schools program and the "Quiet Zones" for railroad crossings.

Transportation and Traffic Engineering

The Engineering/Transportation Division is responsible for the traffic engineering and traffic operations of the City. Traffic operations studies, vehicle counts, response and actions related to citizen concerns and complaints, traffic signal timing, review of high accident locations, and street lighting are among the basic responsibilities of this section. The section also provides advice to and traffic modeling for the Planning Division related to the long-range traffic forecasts and circulation planning. The City Engineer/Transportation Division works closely with the Public Works Division with

regard to maintenance and operation the City's traffic signals and lighting systems. Division staff also works with the Police Department to a limited extent on traffic collision review and analysis.

Utilities

Water, sewer, gas and electric utility lines are not the direct responsibility of the City, however coordination with utility providers for utility improvements is an important function of the Engineering/Transportation Division, including the various franchise utility lines and their possible relocation and/or the coordination for implementation of joint trenches if they are within public right of way.

C. POSITIVE FINDINGS

The following are positive findings for the Engineering/Transportation Division:

- The combined and integrated disciplines of civil engineering, traffic engineering, transportation planning, and transit operations in this Division is an effective way to manage all the related engineering functions in Maricopa.

- There is good teamwork among the staff and respect and appreciation for the Manager.

- This division has performed very well to meet its obligations to date with a high workload and a small staff.

- The team has been able to respond to requests for engineering advise to other divisions and departments with quality professional work

- Many CIP projects are currently being completely managed by the PW inspector

D. ORGANIZATIONAL ISSUES

Introduction

The limited number of staff plus the extensive list of responsibilities have required the Engineering/Transportation Division to prioritize their activities to assure that the most important work is done in a timely fashion. While there isn't a written priority "policy" for this Division, the manager has demonstrated the ability to keep the most important work assignments on the "front page". It appears that this Division is also frequently subjected to requests for service or response that adds to their normally high workload. The low level of current development is more than offset by the other engineering and transportation demands on this Division. Following are some organization related comments on the various functions of this Division.

Mission Statement

This former Transportation Division had posted a Mission Statement on the website as follows:

"Continually improve the quality of the City's transportation network, providing our citizens with the safest and most efficient transportation system possible".

"Transportation's vision is to become the best managed transportation organization in the United States - meeting the needs of our customers through quality, innovation, engineering and excellence".

While these statements are a good start, they don't fully convey the focus of the combined Engineering/Transportation Division. The other divisions in this section do not appear to have any mission statement posted on the City's web site. There is discussion of the need to better illustrate the mission of the Development Services Department and its Divisions elsewhere in this Study. The mission statement for the Engineering/Transportation division is mentioned here to help illustrate and reinforce the recommendations in this Study for creating comprehensive mission statements for the Department and all its Divisions.

78. *Recommendation:* **Revise the Mission Statement for the Engineering/Transportation Division.**

Division Coordination

The Development/CIP Project Division and the Engineering/Transportation Division share significant responsibility for the implementation of CIP Projects. The Development/CIP Project Division has overall authority for the general management of all CIP projects and the Engineering/Transportation Division has the engineering support and implementation responsibility for projects defined as "horizontal" improvements such a highways, bridges, and other infrastructure. So-called "vertical" projects such as buildings and facilities may or may not be assigned to the E/T division for implementation. We support the previous policy recommendation for Development/CIP Project Division to formally establish authority for overall CIP implementation. However, the policy should be expanded to also include definitions of the roles of supporting Divisions and other Departments, such as Police, Fire, Community Services/Parks, and the Economic Development Authority.

79. *Recommendation:* **The Development/CIP Project Division should include definitions of the roles of supporting Divisions and other Departments such as Police, Fire, Community Services/Parks, and the Economic Development Department in the CIP process.**

Maintenance Engineering Project Support

Maintenance engineering support is an ongoing and important need. Work such as setting up contracts for the slurry seal program, traffic improvements, and other similar work is an important function for the Engineering/Transportation Division. Much but not all of this activity fits within the CIP program with projects over $25K in cost. Compliance with various requirements for public works contracts whether large or small requires effort that contributes a high workload demand on the engineering staff. Transferring some tasks such as field supervision of the maintenance contracts from engineering to PW maintenance will help spread the workload and permit the PW inspector to assume a larger role in project management of CIP projects. An alternative would be to retain additional staff for inspection work.

80. **Recommendation: Consider transferring field supervision of Maintenance contracts from engineering to Public Works Maintenance.**

Records Management

Discussion and recommendations elsewhere in this Study point out the need to retain outside services to bring the building division files and records into a reliable system including adapting the system to electronic and/or digital files. We conducted a brief inspection of the current planning and project files, which, based on the directors explanation are reasonably up to date. The files are in an open corridor area with no access control and without any apparent system to check individual files in or out. Complaints exist about missing plans and records. They all appear to be paper folders, folded plans, or hard files with a large number of file cabinets to contain them. It is important that all the Department files and records be managed with controlled access by users and included in the previous recommended action for improvement including conversion to electronic media.

81. *Recommendation:* **Include all Development Services Department files in the recommended consultant services scope of work for upgrading and conversion to electronic media.**

Staffing

Data reflecting workload volumes, cases investigated, plans checked etc. was not available to any extent in the Development Services Department. We believe this is due to a number of factors including an inadequate project tracking system on employee time sheets and the apparent disconnect or lack of translation between the *Munis* financial reporting system in the city relative to project and development status information. Information derived from our interviews, historic building permit lists, employee questionnaires, along with our observations of the activities in the City Hall

and field operations are the basis for many of the staffing recommendations in this Study.

Figure 6 illustrates a theoretical staff time allocation for a typical list of transportation tasks services in a city similar to Maricopa. While the list and the times can vary it still makes the case that the demand for service level for traffic and transportation service can normally support two staff.

Figure 6
Typical Transportation Staff Needs

Task	Staff Hours per Month
Citizen Response, Council Meetings	6
ADOT Coordination	2
Regional Transportation Agency	2
CIP – Roadway Coordination	20
Development Review Coordination	10
Public Works Coordination	5
Traffic Data Collection & Studies	20
Traffic Accident & Roadway Safety	10
Police Department Coordination	5
Traffic Signs & Markings	10
Traffic Signals & Roadway Lighting	5
Circulation Plan, Traffic Modeling C	15
Staff Supervision, Policy Development	25
School Areas, Transit Coordination, Grant Administration	100*
Local Neighborhood Traffic Management	10
TOTAL	**245 hrs/mo=2 staff**

* existing staff service

Based on our review of the responsibilities of the Engineering/Transportation Division it is our opinion that the Division is understaffed. The low level of current development was taken into account when this conclusion was reached. The plan review and inspection services for current development appear to be adequate for today's demand. The high volume of CIP work along with requests for other engineering services reinforces the finding that engineering and transportation services remains understaffed. It is possible that there may be qualified or trainable and underutilized inspection staff in the Building Division available to transfer if the inspection staffing needs can be confirmed to allow such a transfer.

We support the addition of consultant staff to growing organizations particularly during the early stages of its growth. Consultant staff can function well as long as there is adequate supervision. The consultant selection process can also be daunting particularly when the other demands for staff time leaves scant opportunity to select, retain and supervise the consultant(s). It is our understanding that the Development Services Department already has contracts with a group of on "on-call" consultant firms available. There are recommendations below to utilize such staffing resource to alleviate the staffing needs for the Engineering/Transportation Division with traffic engineering, project management and inspection, and other engineering support as noted above. Over time as the City determines the best organizational arrangement many of the consultant staff may evolve to regular City employees

82. *Recommendation:* **Add the position of Professional Traffic Engineer--to be supervised by the City Engineer (E/T Manager). Assignments should include all city traffic operations and transportation planning, to supervise transit program coordinator, liaison with the Maricopa Police Dept. Continue the development of comprehensive policies for the City's traffic management and related services.**

83. *Recommendation:* **Select consultant staff from the on call list to assure complete CIP inspections for all projects in the program. Evaluate if qualified staff currently being underutilized in the Building and Safety division is available to fill this need. Supervision is to be provided by existing PW inspector.**

84. *Recommendation:* **Promote and appoint the incumbent PW Inspector to a supervisory position such as Chief Engineering Inspector or Project Manager with responsibility to manage CIP projects and supervise inspection staff as needed**

85. *Recommendation:* **Review the Administrative Assistant needs for the E/T division together with the needs for three maintenance/operations divisions.**

86. *Recommendation:* **Consider moving field supervision of PW maintenance contracts currently provided by the PW inspector (Project Manager) to consultant staff or to the PW Superintendent and/or foreman if that is deemed more effective.**

Traffic Engineering

Traffic engineering services for cities of similar size and demographics to Maricopa typically include active programs and policies for activities such as response to citizen requests and complaints, monitoring of accident locations and frequencies in cooperation with police, traffic signal management, monitoring safe pedestrian school routes, updated traffic counts and input to calibrate the traffic forecast models for the circulation planning, and traffic investigations related to accidents or requests for improvements such as signals, speed limits, and signs. While many of these activities are being handled it appears to be incidental and lower overall priority than it should be.

The Engineering/Transportation division and its manager are currently working to accommodate the City's traffic engineering demands. Because of the excellent work ethic of its staff, the Division appears to have reasonable control of the program needs for traffic management in Maricopa to date. However we suggest that the City will benefit from a more formal traffic engineering program within the E/T Division with policies and staffing to be in position to keep pace with the City's growth in the future. Recommendations for staffing in this area and others will be included below in the detailed discussion of the E/T organization

87. *Recommendation:* **Collect and document all existing City traffic engineering policies and procedures in preparation to develop a specific traffic engineering program and group within the E/T Division**

88. *Recommendation:* **Assure that the Department wide policies to maintain accurate time/project records applies to the E/T division for engineering time spent on both development review and CIP projects.**

VII. OPERATIONS DIVISIONS

(PUBLIC WORKS, FACILITIES, & FLEET)

A. PROFILE

Overview

The three divisions of Public Works, Facilities, and Fleet handle the normal Public Works operational functions found in most cities. The following discussion of the operations divisions will include details for each of the individual operations where it is necessary to highlight a unique aspect of each division. There are a great number of common operational aspects shared by each division. They all share a responsibility to operate and maintain the City's infrastructure, buildings and facilities, and vehicles and equipment. These responsibilities by necessity overlap for each operation. The operations divisions are one of the most visible and direct connections to the citizens of Maricopa. Their importance to the City cannot be overstated.

As the city grows and develops these operations divisions will become increasingly important. Many of the recommendations that follow in this section are to help the City deal with that future growth, and to help the evolution of an organization that can keep pace accordingly. All three operations divisions are currently a part of the Development Services Department.

The organization chart for all three divisions is shown in Figure 7 and described in Table 12 . Each of the Divisions report to the Director of Development Services

Figure 7
Operations Divisions Organization

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                        │ Development Services│
                        │      Director       │
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          ▼                       ▼                       ▼
  ┌─────────────────┐   ┌─────────────────────┐   ┌─────────────┐
  │  Public Works   │   │ Facilities Facilities│   │    Fleet    │
  │     Street      │   │  and Maintenance     │   │   Manager   │
  │ Superintendent  │   │    Coordinator       │   │             │
  └─────────────────┘   └─────────────────────┘   └─────────────┘
          │                       │
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  ┌─────────────────┐   ┌─────────────────────┐
  │   Maintenance   │   │      Custodian       │
  │     Foreman     │   │                      │
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│   Workers   │  │   Workers   │
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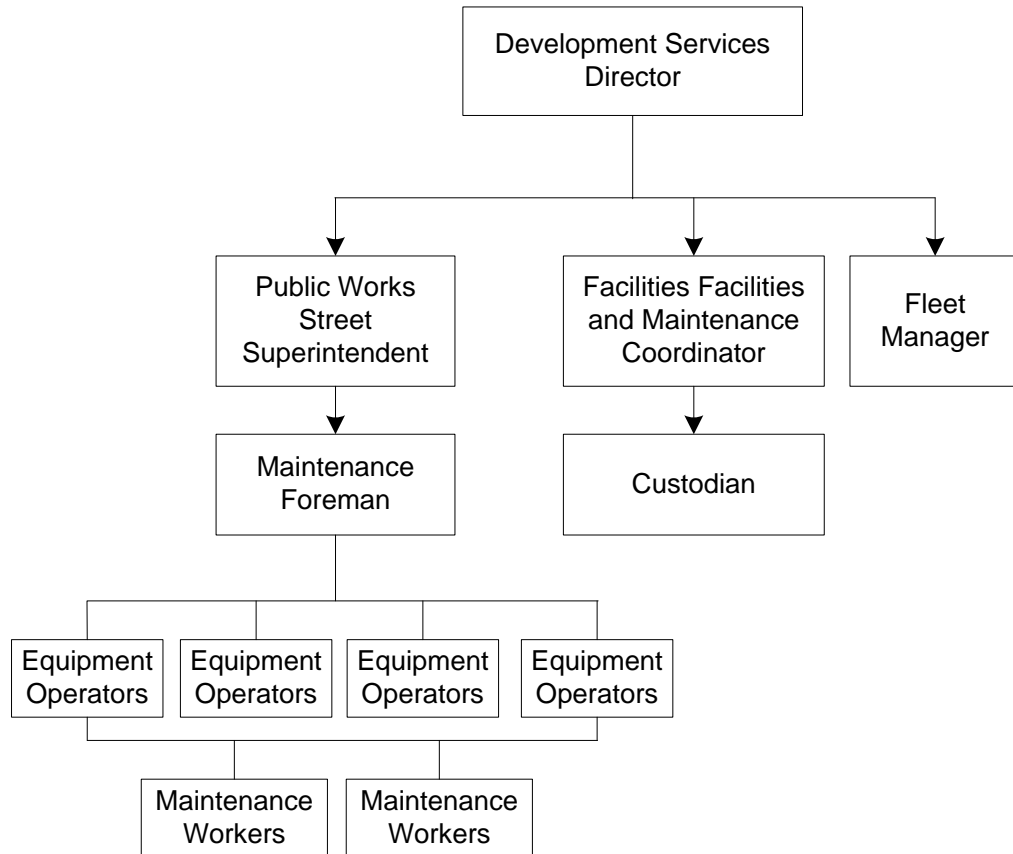
Table 12
Operations Divisions Staff

Position	Number of Staff	Function	Reports To
Public Works			
Street Superintendent	1	Supervises PW maintenance incl. streets, storm drain systems	Department Director
Maintenance Foreman	1	field supervision/coordination of maintenance staff	Street Superintendent
Equipment Operators	4	High lift, motor graders, skip loader operations	Maintenance Foreman
Maintenance Workers	2	Weed control, truck operation, assist equip operators	Equipment Operators
Facilities			
Facilities and Maintenance Coordinator	1	Plans, organizes and direct all facilities maintenance incl. Police, Fire, City	Department Director
Custodian	1	Custodial services for all city buildings	Facilities and Maintenance Coordinator
Fleet			
Manager	1	Plans, organizes and directs Fleet services and maintenance for over 120 units incl. vehicles, heavy and light equipment	Department Director

Facilities

The Facilities Division is responsible for the maintenance and operation of all city buildings and facilities. The current inventory includes over 68,000 sq. ft. of public buildings/facilities most of which require regular services such as janitorial and utility maintenance. The completion of the City Hall complex will add another 50,000 sq. ft. While the temporary City Hall (20,000 sq. ft. +) may be closed down, it is likely that it also may be diverted to other uses such as field operations or public safety. A detailed inventory is included in the appendix of this Study. It is unlikely that there will be a net reduction of responsibility for the Facilities Division at any time in the future. The Facilities Division will more than likely have its inventory effectively

doubled in the near future. Current staff includes the Manager (coordinator) and a custodian.

Fleet

The Fleet Division currently maintains all vehicles and equipment for the city including Public Safety, police and fire, vehicles. The inventory shown in the appendix helps illustrate the magnitude of this operation. Fleet operations has over 120 pieces of equipment including more than 80 small trucks and vehicles, several heavy equipment units including road graders, water truck, tractors, along with other maintenance equipment such as trailers, generators, and parks utility vehicles.

Public Works

Public Works has approximately 400 centerline miles of streets and highways to maintain including more than 15 miles of unpaved public roads. There are more than 800 curb miles of improved streets that receive bi-monthly sweeping service. Maricopa is vulnerable to serious flooding. Local sheet flows along with regional flows impinging on Maricopa from areas as far away as Tucson can result in serious flooding.

B. POSITIVE FINDINGS

The following findings pertain to the operations divisions:

- The entire staff, including managers, maintenance workers, and equipment operators function well as a team and are willing to help other functions and assignments when called upon.

- The managers for each division are very experienced and knowledgeable about the needs of their individual operations.

- The staff have a good balance of experienced individuals as well as a cadre of younger, motivated, and hardworking members that will fit well with the long term needs of the City's operations

- The equipment being used appears to be well maintained and ready for the tasks needed. The city has been supportive to provide the necessary vehicles and equipment required.

- The operations staff has been innovative in their approach to solve various maintenance problems in light of a very limited budget. For example securing a temporary office structure for the temporary yard at a significant savings to the City

- The considerable operational demands of Maricopa are being covered by a small staff at the present time.

- The Police Department is appreciative and complementary about services provided by both Fleet and Facilities Divisions for the Police Department.

- Street sweeping operations have been well coordinated with the trash and refuse pickup even though the city has no direct control of refuse collection operations

- Emergency units including special trailers are on standby and ready for use on very short notice to deal with flooding and other emergencies.

- The city maintains and executes an excellent slurry seal-resurfacing program to prolong the life of it asphalt concrete paved streets. This effort is the result of good cooperation between the Engineering/Transportation and Public Works Divisions

C. POLICY ISSUES

Refuse Collection

As the city grows into designated areas identified by the general plan areas to the south, the potential for conflicts between the city maintenance operations and independent refuse collection company operations will increase. We are not aware of any city regulations for residential or commercial refuse collection operators. It is our understanding that the individual community associations contract for municipal refuse collection independently of the City. While here is currently decent cooperation and coordination between the public works street cleaning and the various refuse collection companies it cannot be assumed that this will always be the case. If there was a city franchise for refuse collection not only is there the potential for cost savings to the citizens of Maricopa, but a guarantee that conflicts can be managed. We don't wish to suggest that it would be a simple process for the city to assume responsibility for refuse collection but it is timely for an evaluation of all the opportunities and constraints to be conducted. As time passes the number of stakeholders and affected parties will only increase and it will be worthwhile to open this subject for public discussion sooner rather than later.

89. *Recommendation:* **Conduct a feasibility study of the merits of establishing a city controlled franchise system for refuse collection in Maricopa.**

D. ORGANIZATION ISSUES

Current Organization

The organization with the three maintenance operations divisions in the Development Services Department is a very good arrangement for the present time and for the near term future. For example the need for constructive feedback from public works operations will always be necessary to facilitate the development process, and having the public works operations in Development Services helps assure this synergistic requirement. There is also an increasing need to assure that all operations staff are kept informed and have an opportunity to comment and feedback information to the Department management. However, there is a feeling by many in the field organization that they are being left out of the decision-making processes or not consulted regarding their operation.

90. *Recommendation:* **The Development Services Department should conduct general staff meetings on a quarterly basis to assure that open communications between the Management and all staff including field operations staff is maintained.**

Future Organization

As Maricopa grows, particularly as expansion to areas to the south of the present city limits occurs, it may be beneficial to have the three operations divisions combined and incorporated into a separate Public Works Department. If and/or when this is done, an administrative department head should be appointed at a peer level position to the existing department heads in the city's organization and thereafter be a key partner of that evolution.

An additional benefit to be realized by ultimately moving the maintenance operations to a separate department will allow the Director of Development Services to focus more of his efforts to managing the expanding development, planning, and engineering needs of the city as they occur without having to directly manage the growing and increasingly demanding operations divisions.

91. *Recommendation:* **Develop a timetable for establishing a Public Works Department to be established in Maricopa with the goal of having the separate department functional by FY 13-14 to coincide with the completion of the new City Hall complex.**

92. *Recommendation:* **Recruit and retain a Public Works Department Director to be on board prior to the creation of a separate department to facilitate the process.**

Corporation Yard

The City does not have an adequate field facility or corporation yard for the operations divisions. A secure corporate maintenance facility including a yard for outdoor storage, covered parking for valuable equipment and machinery, shaded or covered outdoor work areas to protect employees, a protected and secure garage and mechanical repair facility, and administrative offices are among the needs. At the present time most of the City's heavy equipment is parked in an unsecured outdoor area where is it vulnerable to vandalism and theft. There is little if any shade protection for workers in the existing outdoor area next to the temporary city hall.

It is our understanding that while some thought has been given to providing a corporation yard, and a City owned site near the new City Hall identified, the process has apparently been stalled due to concerns about locating it near certain proposed future adjacent residential development. This type of facility belongs in an industrial or rural setting, and not in a residential or even near some commercial developments. The new City Hall therefore may not necessarily be an appropriate location for the corporation yard either. Ideal locations for a corporate yard should take into consideration factors such as accessibility during all weather and emergency conditions, adequate size and is it expandable to accommodate the long term growth of Maricopa. Adjacent existing and future planned land uses are important factors also. Obviously land costs and timing for the development of a yard will remain factors.

Public safety emergency operations including police, fire, and public works all have a need for a command center. Usually the city hall/police facility and a supporting corporate yard facility to effectively function during floods or other emergencies can provide the ideal system. An appropriate sized yard for the city of Maricopa will range from a minimum of 2 acres, for present day needs, and ultimately up to 10 or more acres of area. The present temporary City Hall location could be evaluated and considered for the future corporate maintenance facility if it is determined that there is sufficient land area, adjacent land uses are compatible, and if this location meets the requirements for accessibility under all conditions.

93. *Recommendation:* **A special committee led by the City manager's office and including representatives from Development Services (Engineering and Planning), Finance, and Public Safety with staff support from the Development/CIP Division should convene to select a yard location, and create a timetable for its acquisition and development. This committee should conclude its work and have recommendations to City Council in concert with the next CIP programming cycle.**

94. *Recommendation:* **Consider a land swap or trade of the City owned land that was previously identified as a possible yard near the future City Hall to secure a site for a City yard that is located in more suitable surroundings**

95. *Recommendation:* **As soon as possible install additional security including lighting, fencing, security cameras, and gates to prevent casual access by unauthorized persons to the existing outdoor vehicle and equipment storage area adjacent to the temporary City Hall.**

Training and Compensation

The small staff compared to the considerable scope of maintenance responsibility has necessitated a team approach. While this has certain benefits insofar as cross training is concerned, a routine practice of having employees work at tasks above and beyond their normal job description has the potential to cause employee morale issues. It is our understanding that there will be a compensation increases for many employees of Maricopa in the near future.

96. *Recommendation:* **Review the methods and frequency of staff assignments to assure appropriate levels for training maintenance staff to work in advanced assignments. Consider methods to compensate employees if they are routinely assigned work that is above their pay grade.**

97. *Recommendation:* **Incorporate additional detail on employee time sheet reports to help quantify training times spent as well as documenting potential fund reimbursement such as when emergency response time is performed.**

Work Schedules

The City will move to a 4day-10hr. (4/10) schedule for a portion of its staff on the beginning of July. The Operations staff is not included in the new schedule. There are good arguments both for and against this type of schedule for field operations. We do not have a bias for either one. A significant number of the field staff questioned why they were not included in the new schedule. It may be appropriate to review the field operations work schedule with the employees and communicate the basis for the City's scheduling decision.

98. *Recommendation:* **Review the 4/10 work schedule for field crews to determine if any change is warranted. Communicate with the employees on the City's decision.**

E. PROCESS ISSUES

Facilities Division

The Facilities Division is facing a significant increase in its responsibility in the near future. At the present time all the custodial needs for the approximately 50,000 sf. of occupied office workspaces are being served by a single custodian. The manager (coordinator) is responsible for handling all the various requests and needs of the facility users for repairs and modifications or "tenant improvements" typically attendant with office and facility uses.

It was recently observed during our review, that various facility users in different departments were obtaining building permits and constructing improvements bypassing the Facilities Division. While confirmation of the frequency or the specific reasons this situation was not obtained, this typically occurs when a city facilities unit is unable to keep up with the demand for timely response to requests for improvements and repairs by the buildings tenants. As the new City Hall comes on line and additional parks and maintenance yard facilities are added to the inventory it can be expected that further reduction in service levels will happen unless staff or contract resources are added to the Facilities Division.

We understand that some under-utilized building inspectors have been informally assigned to perform maintenance work in the Facilities Division. Building facility inspection and contract administration duties related to work by outside contractors for the City may be appropriate for reassigned inspectors. It may not be appropriate for inspection personnel to actually perform maintenance and construction tasks that would normally be performed by contractors or regular maintenance personnel.

99. *Recommendation:* **Review the assignments for building inspectors who may have been reassigned and performing various maintenance functions for the Facilities Division.**

100. *Recommendation:* **Add building specialist staff either by direct hire or by contract to provide maintenance and small "tenant improvement" work supervised by the Facilities manager**

101. *Recommendation:* **Prepare a scope of services and solicit statements of qualifications for contract firms to provide janitorial services to**

supplement the work being performed by the custodian staff. Have a contract custodial firm on board coincident with the opening of the new City Hall complex.

Fleet Division

The maintenance and repair of the City fleet requires daily coordination with the Division and the users. There are over 100 units of active vehicles and equipment, some operating on a 24/7 public safety schedule and other specialized service units that can only be out of service for limited times. We found that the user departments and divisions often have to divert their staff to vehicle delivery and shuttle to service centers duty. Also there is no backup for the Manager to cover for vacation, sick leave, workload, or emergency circumstances.

The program to keep a preventative maintenance program and to assure that all units are available to the users could be more effective if there was a facilities staff member to routinely perform the shuttle and delivery work rather than have the user's staff from different departments or divisions diverted to these tasks. A person with existing vehicle mechanics experience is not needed at this time, but could be trained by the Fleet manager over time for that more technical skill.

102. *Recommendation:* **Add an assistant/trainee to fleet services to initially help assure timely scheduled services for the fleet vehicles. Provide for training by the Fleet manager to develop mechanical and other fleet operations skills for this assistant.**

Public Works Maintenance

The City has a good program to resurface its asphalt-paved roads with a slurry seal coating. This is a very effective way to assure the longest possible service life for these pavements. At the present time the preparation of the contract plans and documents for the slurry sealing work originates in the Engineering/Transportation Division. Recommendations to add staff to the E/T Division will help to continue this important contract preparation work. At the same time the inspection and field contract management for the slurry seal program could be managed by the Public Works Division. The slurry seal program as well as other maintenance-oriented contracts should continue to originate in the E/T Division. It will be useful if the field work contracts are administered by the Public Works Superintendent or Foreman under the guidance or supervision of the PW inspector to help share the workload with the E/T division.

The present staffing for the Public Works Division appears adequate for today's needs. That may be due to the fact that certain records management and a more

aggressive preventative maintenance program is being deferred. The division does not have usable and detailed index inventories for the city streets, signs, and other appurtenances. Much of the corporate record is vested in personal knowledge of the Public Works Superintendent, who incidentally is doing an excellent job of tracking and programming the maintenance needs for Maricopa's infrastructure. A good computer and GIS based index however will allow the personal knowledge of the Superintendent to be documented and therefore be more usable by both maintenance and engineering staff for programming necessary maintenance work in the long term future.

103. *Recommendation:* **Review maintenance contract procedures for projects and works such as slurry sealing, curb and sidewalk replacement or repairs, and similar ongoing maintenance to assure design and contract preparation from the E/T Division staff and field inspection and contract management by the Public Works Division staff are well coordinated.**

104. *Recommendation:* **Utilize consultant services to conduct inventories and create a functional street/signs/appurtenances index in cooperation with the Public Works and E/T Divisions. Develop this index in conjunction with the recommended GIS system(s) in this Study. Consider expanding the existing relationship with Global Water for some of these services**

VIII. PLANNING DIVISION

A.   PROFILE

Organization

The Planning Division consists of two planners, a Manager and Planner I as shown in Table 13.

Table 13
Planning Division Staff

Position	Number of Staff	Function	Reports To
Planning Manager	1	Zoning and General Plan amendments and processing development plans.	Department Director
Planner I	1	Development Plans	Planning Manager

Authority and Functions

The basic planning functions are established by the State laws. Functions include development and implementation of the General Plan, administration and updating of the Zoning Ordinance, processing of rezoning requests and General Plan amendments, support of the Planning Commission and Board of Adjustment, special projects and possible neighborhood plans.

Workload

The case log for the Planning Division is shown in Table 14. There was a high of 309 cases in 2006 and a low of 82 cases on 2011. The average workload would result in 3.4 cases per week. If two planners worked on cases this would result in 1.7 cases per week per planner. This would be within normal workload abilities but would not leave any time for long-range planning or other planning activities.

Table 14
Planning Division Case Log

2004	159
2005	300
2006	309
2007	219
2008	169
2009	111
2010	102
2011	82
Average	181

B. POSITIVE FINDINGS

The following are positive findings for the Planning Division:

- The Planning Commission feels they are well served by the Division including timely staff reports and presentations.

- The Board of Adjustment feels they are well served by the Division including timely staff reports and presentations.

- Staff reports proceed to the Planning Commission on a timely basis.

C. POLICY ISSUES

General Plan

The City's General Plan was adopted in 2006 but the research for the Plan was undertaken before that time. The population of the City when the Plan was adopted was only 15,000 and with today's population of 50,000 the situation has obviously changed. There has been significant growth and development within the corporate limits, the planning boundary, and the region in general with varying degrees of impact on the environment, transportation, and on natural resources.

State law requires the Plan to be up-dated at least every 10 years but given the growth and change of the community, the plan no longer fully reflects the community needs

or concerns. In 2011 the City Council initiated a visioning and strategic planning process that resulted in the Maricopa Strategic Plan that can be considered a start to the planning process for an up-dated General Plan

There appears to be community consensus that the Plan needs a major review and the Planning Division is working on an outline for an approach to meet the 10-year target. Depending on when the City decides to proceed on the General Plan up-date, there could be an advantage of combining the effort with the Zoning Ordinance effort.

105. *Recommendation:* **The City should proceed with an effort to up-date the General Plan to meet the 10 year target or sooner.**

Work Program

There is no detailed planning work program. A work program should include all assignments and timelines for the General Plan, Zoning Code, and any other planning projects.

106. *Recommendation:* **The Planning Division should have an annual work program.**

Zoning Ordinance

The need for a new Zoning Ordinance was a common theme in conversation with all of the stakeholders as well as staff. The current ordinance was simply taken over from the County and does not represent community values, is inconsistent with the Subdivision Ordinance, and is hard for both staff and applicants to understand.

A number of attempts have been tried in the past to budget and hire consultants but these have not been successful. The City Council has appropriated money for an up-date and consultants have been interviewed. This process should continue as soon as possible.

107. *Recommendation:* **The City should proceed to hire a consultant to up-date the Zoning Ordinance.**

D. ORGANIZATIONAL ISSUES

Delegation and Decision Levels

The national best practice and norm is for City Councils to delegate more items to the Planning Commission for decision and also for the Planning Commission to delegate

more items to staff or a Zoning Administrator. We discussed this item with the Planning Commission who was very supportive of this direction. In Maricopa, the Planning Commission reviews most items with final action by the City Council. Table 15 shows the existing situation along with our recommendation.

Table 15
Planning Decision Levels

Item	Staff	Planning Commission	City Council	Consultant Recommendation
Addressing	Decision	-	-	No change
Conditional Use Permit	Recommendation	Recommendation	Action	Action by Planning Commission with appeal to City Council
Final Plat	Recommendation	-	Action	No change
Final Plat Amendment	Recommendation	-	Action	No change
General Plan Amendment	Recommendation	Recommendation	Action	No change
Industrial Use Permit	Recommendation	Recommendation	Action	Action by Planning Commission with appeal to City Council
Lot Split	Recommendation	Recommendation	Action	Action by Zoning Administrator
Planning Area Development	Recommendation	Recommendation	Action	No change
Pre-Application	Action	-	-	No change
Pre-Plat Residential (tentative map)	Recommendation	Recommendation	Action	Action by Planning Commission
Pre-Plat Extension	Recommendation	Recommendation	Action	Action by Zoning Administrator
Sign Permit	Action	-	-	No change
Sign Plan, Comprehensive	Recommendation	Action	-	No Change
Site Plan, Commercial	Recommendation	Recommendation	Action	Action by Planning Commission
Site Plan, Residential	Recommendation	Recommendation	Action	Zoning Administrator
Temporary Use Permit	Action, Zoning Administrator	-	-	No Change
Variance	Recommendation	Action by Board of Adjustment	-	No Change
Zoning Change Request	Recommendation	Recommendation	Action	No change

108. *Recommendation:* **The decision process for zoning approvals should be changed as shown in Table 15.**

GIS

Although the City has a staff member that up-dates the zoning map, the only person who can work directly with GIS is in the Economic Development Department. The Planning Division should have at least one of its staff trained in GIS and should have a license and equipment to access and work with GIS.

109. *Recommendation:* **One person in the Planning Division should be trained on GIS and have appropriate equipment and license to operate.**

Relation to Economic Development

It appears that there have been some contentious relations between Planning and Economic Development. While we see this issue in many communities, it is counterproductive. Much of the development in Maricopa is built on an economic development strategy and thus, it is even more important that there be a good relation and understanding between Economic Development and Planning. One way to help bridge this gap would be some joint training session for the two staffs.

110. *Recommendation:* **Joint-training sessions should be held with the Economic Development and Planning staffs to facilitate a good working relationship between the two functions.**

Staffing

The Department has estimated staff hours required for various application types. This is an excellent approach that we always recommend. Using application number for 2011 results in a need for 925 hours. A typical planner would have 1,400 annual hours available so this would result in the need for just one planner. The two planners currently on staff are probably sufficient to handle the current workload plus some of the special project work underway. Once development returns to higher volumes, there may be need for additional staff or consultants to process developments. For example, we analyzed the workload for 2007, which would have required 2,965 hours or two full time planners.

The planning effort has mostly focused on processing development activities and there has been insufficient long-range planning. Good long-range planning is particularly essential for a fast growing community like Maricopa. Much of the long-range planning appears to be happening in other Departments. While active long range planning in all Departments is desirable, it is also essential that the Planning

Division be adequately staffed to integrate all long range planning. Additionally, the Planning Division will need to spend time on the General Plan and Zoning Ordinance efforts.

We suggest the City hire a Planning and Zoning Administrator who would be at a slightly higher level than the Planning Manager position, should have AICP credentials, and be delegated the Zoning Administrator position currently held by the Development Services Department Director. This position would also take the lead in managing both the General Plan and Zoning Ordinance consultants.

111. *Recommendation:* **The Planning Division should be expanded by hiring a Planning and Zoning Administrator.**

112. *Recommendation:* **The Planning and Zoning Administrator should be designated the Zoning Administrator and should also lead the General Plan and Zoning Ordinance efforts.**

Training

Although the Development Services Director has passed the AICP exam, the Planning Manager and Planner I have not yet passed the exam. The City should encourage and support the two planners becoming AICP certified.

113. *Recommendation:* **the City should encourage and support the two planners to become AICP certified.**

E. PROCESSING ISSUES

Citizen Participation

Article 16-4 of the Zoning Code sets forth the City's approach to citizen participation.

All applications which require a public hearing shall include a citizen participation plan which must be implemented fifteen calendar days prior to the first public hearing. The Ordinance includes a variety of requirements that must be met as part of the plan. However, it appears that although notice to citizens may take place any time after the application is filed, it meets the Ordinance if it meets the fifteen-day time prior to the hearing. We believe this is not sufficient notice for citizens. A better approach is what we call, "early notice." Citizens need more than 15 days to review projects. Notice should be given shortly after an application is filed.

114.   *Recommendation:* **Early notice should be given to citizens for any item requiring a public hearing.**

Planning Commission Minutes

The Development Services Division's Administrative Assistant attends the Planning Commission meeting, takes notes and later listens to the recording of the meeting and completes detailed minutes. Typical minutes result in 3 to 6 pages requiring a substantial amount of time to complete. Since meetings are recorded, many communities use a summary form of minutes. In this system, the Administrative Assistant would work on a laptop or computer during the course of the meeting so by the end of the meeting, the minutes are close to complete.

115.   *Recommendation:* **The Planning Commission should consider the use of summary type minutes.**

Review Times

The City has set 1st and 2nd review times for application reviews. This is an excellent process but we believe that some of the 2nd reviews are too long. In Table 16 we indicate the current standard and our suggested change for second review.
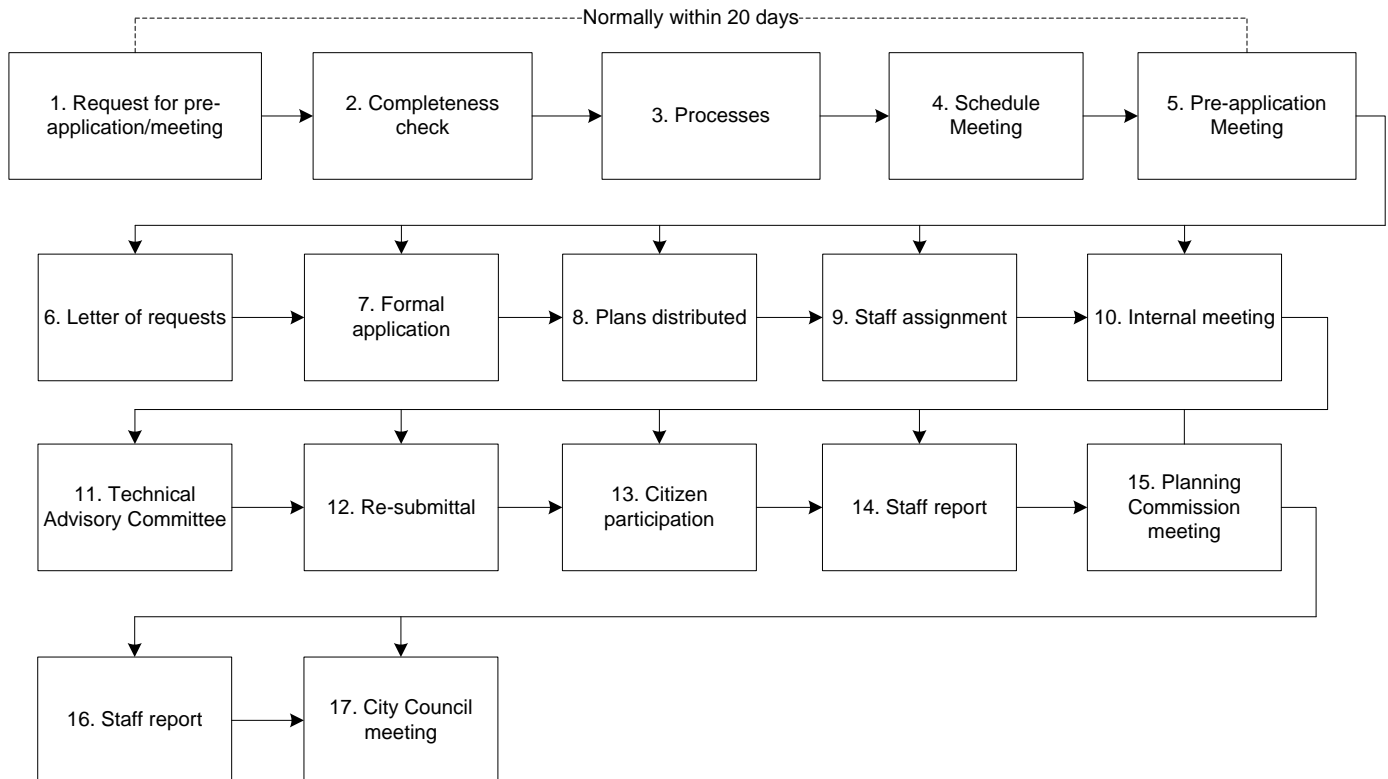
Table 16
Review Times

Item	Turnaround times, 1st review in weeks	Turnaround times, 2nd review in weeks	Consultant Recommendation for 2nd review
Addressing	0	0	0
Conditional Use Permit	2	2	1
Final Plat	4	4	2
Final Plat Amendment	2	2	1
General Plan Amendment	2	2	1
Industrial Use Permit	3	2	2
Lot Split	3	2	1
Planning Area Development	3	2	2
Pre-Application	2	-	-
Pre-Plat Residential (tentative map)	4	4	2
Pre-Plat Extension	2	2	1
Sign Permit	0 (according to Permit Tech, 8 business days)	0	1
Sign Plan, Comprehensive	2	2	1
Site Plan, Commercial	2	2	1
Site Plan, Residential	2	2	1
Temporary Use Permit	2	1	1
Variance	2	2	1
Zoning Change Request	3	3	2

116. *Recommendation:* **Review times for second review should be as recommended in Table 16.**

Standard Process

There is a standard process used for most items that go before the Planning Commission and then on to the City Council. The items are discussed below and shown on Figure 8. The numbers below correspond to the numbers in the Figure.

Figure 8
Standard Planning Process

```
---------------------------------Normally within 20 days---------------------------------

┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
│1. Request for│ → │2. Completeness│ → │3. Processes  │ → │4. Schedule   │ → │5. Pre-       │
│pre-          │   │check         │   │              │   │Meeting       │   │application   │
│application/  │   │              │   │              │   │              │   │Meeting       │
│meeting       │   │              │   │              │   │              │   │              │
└──────────────┘   └──────────────┘   └──────────────┘   └──────────────┘   └──────────────┘

┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
│6. Letter of  │ → │7. Formal     │ → │8. Plans      │ → │9. Staff      │ → │10. Internal  │
│requests      │   │application   │   │distributed   │   │assignment    │   │meeting       │
└──────────────┘   └──────────────┘   └──────────────┘   └──────────────┘   └──────────────┘

┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
│11. Technical │ → │12. Re-       │ → │13. Citizen   │ → │14. Staff     │ → │15. Planning  │
│Advisory      │   │submittal     │   │participation │   │report        │   │Commission    │
│Committee     │   │              │   │              │   │              │   │meeting       │
└──────────────┘   └──────────────┘   └──────────────┘   └──────────────┘   └──────────────┘

┌──────────────┐   ┌──────────────┐
│16. Staff     │ → │17. City      │
│report        │   │Council       │
│              │   │meeting       │
└──────────────┘   └──────────────┘
```

1. <u>Request for Pre-Application Meeting</u>

   For most items the City uses a mandatory Pre-Application conference which includes a fee. A three page application form is used and a sketch plan is required.

2. <u>Completeness Check</u>

   A Permit Tech checks the application for completeness. Normally, only complete applications are accepted.

3. <u>Processing</u>
   The Permit Tech assigns a case number, inputs data into the tracking system (*Munis*) and cross checks for fees and completeness. Documents are distributed to reviewing functions.

4. Schedule Meeting

The case is assigned to a Planner who schedules the meeting and notifies applicant of date.

5. Pre Application Meeting

The Pre-Application meeting is set and normally includes Planning, Engineering, Fire, and others as may be deemed necessary. This meeting is normally held within 20 days. We consider 20 days as being too long and suggest the meeting should be held within 10 working days.

117. *Recommendation:* **The Pre-Application meeting should be set within 10 working days of accepting the Pre-Application form and fee.**

6. Letter of Requirements

Within __ days of the Pre-Application meeting staff sends or emails the applicant a letter of requirements. A better approach is to have all reviewers come to the meeting with preliminary notes and the group works out a final list during the meeting and the applicant can leave with the list. As an option, the list should be given to the applicant the next day.

118. *Recommendation:* **The requirements should be given to the applicant at the end of the Pre-Application meeting or no later than the next day.**

7. Formal Application

The applicant submits a formal application including application form, fees, number of plan copies. A separate form is used for each type of application.

8. Plans Distributed

The Permit Tech distributes plans to the reviewing agencies including Public Safety, Engineering, Planning, and Transportation.

9. Staff Assignment

The Planning Manager determines if he will handle the application or assign the case to the Planner I.

10. Internal Meeting

Within two weeks of submittal an internal meeting is held with Building Safety, Engineering, Planning, Public Safety and Transportation to review the plans.

11. Technical Advisory Committee

Roughly three weeks after the internal review meeting a meeting of the Technical Advisory Committee is held. This includes local utilities and other agencies as applicable. This meeting includes the applicant. This results in an approximately five-week timeline from initial submittal. We believe this is too long and the process should be adjusted to have this meeting no longer than 20 working days after project submittal.

119. *Recommendation:* **The Technical Advisory Committee should meet no later than 20 working days after project submittal.**

12. Re-Submittal
It is not unusual that projects need to be modified and re-submitted after the Technical Advisory Committee. The second review should be completed no more than 10 working days after submittal. Third and any subsequent reviews no more than five working days after submittal. During this time period the Planner works closely with the applicant to ensure that outstanding issues are addressed.

120. *Recommendation:* **Second reviews should be completed within 10 working days of submittal and any subsequent reviews within 5 working days of submittal.**

13. Citizen Participation

As outlined in a previous recommendation, citizen participation should take place earlier in the process.

14. Staff Report

Staff reports for the Planning Commission are reviewed by the Planning Manager.

15. Planning Commission Meeting

The Planning Commission meets on a Monday, twice a month or as needed. The staff report is presented by the planner who prepared the case which is a good practice. The Development Services Department Director attends the meeting, however if the City decides to add the Planning and Zoning Administrator position, the meeting can be handled by the Planning and Zoning Administrator.

16. Staff Report to City Council

The staff reports to the City Council are prepared by the assigned planner but reviewed by the Development Services Department Director.

17. City Council Meeting

The City Council meeting is held roughly one month after the Planning Commission meeting. If the recommendation is approved to delegate some of the Council approvals to the Commission, this would reduce a month in the process. Under the new system, reports must be submitted 21 days before the Council meeting. This gives the planner four days after the Planning Commission to prepare the Council staff report. The four days should be sufficient for this task.

IX. EMPLOYEE PERCEPTIONS

Two confidential questionnaires were completed by many of the employees in the Development Services Department.

A short, closed-ended questionnaire (shown in Appendix A) was completed at a staff meeting by twenty-five employees and collected by the consultants. The raw scores and tallies of this survey are also shown in Appendix A.

A longer, thirteen-page questionnaire (shown in Appendix B) was completed by all 25 employees and mailed or emailed to the consultants in San Diego to assure confidentiality. In most of our studies, only half of the employees that complete the short questionnaire take the time to complete the long questionnaire. Information obtained from these questionnaires was essential to our analysis.

Table 17
Employees Questionnaire Data

Function	Number of Short Questionnaires	Average Response to Short Questionnaire	Number of Questions With Averages Under 3.0
Building Division	3	3.15	14
Management	7	4.12	3
Other Divisions	8	3.45	8
Public Works	7	3.23	12
Total	25		

The short questionnaire also asked employees to list pet peeves and give suggestions

for improvements. These comments were used as part of our analysis for this Study and are shown in Appendix A.

The short, closed-ended questionnaire consisted of a series of statements to be rated by the respondents. Responses were tallied and averaged and the raw scores are displayed in Appendix A. The statements were designed to elicit the mood and feelings of each employee about overall division or department excellence. For each of the 28 statements, the employee was asked to respond as follows:

1 – Strongly Disagree	4 – Somewhat Agree
2 – Somewhat Disagree	5 – Strongly Agree
3 – Neutral	6 – Not Applicable

Generally, the higher the rating (i.e., 4's and 5's) the better the employee perceives the subject area and the more excellent the division or department.

We've conducted this survey in many planning and building departments and divisions. Generally, a score below 3.0 is an indication of issues that need to be addressed. We like to see average scores in the high 3's and 4's. We believe that the scores give a reasonably accurate assessment of the employee's view of their division or department. The seven managers scored the highest with an average score of 3.74. It is common the managers believe their organization is performing better than do the employees. The average score for the Building Division was 3.15, the average for Public Works was 3.23 and the average for all other employees was 3.45.

Questions with average scores below 3.0 are discussed below.

All Four Groups

Question 7 and 28 had scores below 3.0 for all four groups.

- *#7. We have a strong emphasis on training in our department*

- *#28. We are doing the right amount of long range planning.*

We agree with the employees observations on these two questions and have made recommendations in other parts of this Study.

Three Groups (excluding Managers)

Questions 6, 8, 14, and 32 were scored below 3.0 for all three employee groups.

- *#6. Managers in our Department encourage and advance new ideas from employees.*

- *#8. Management in our Department discusses objectives, programs and results with employees regularly.*

These two questions suggest a number of areas where management needs to improve and are discussed elsewhere in this Study.

- *#14. We have an efficient records management and documentation system in our Department.*

- *# 32. The City provides good transit service.*

It was interesting to note that managers scored these two questions above 3.0. Discussing transit service is outside the scope of this audit but records issues will be discussed in other parts of this Study.

Building Division

Questions 4, 11, 15, 16, 18, 27, and 37 were scored below 3.0 for the Building Division. It should be noted that these low average scores were mostly the result of low scores by one of the three employees who marked the survey for building and this is only half of the employees of the Building Division.

- *#4. The concern for employees in our Department is more than lip service (2.33).*

- *# 11. Our Department encourages practical risk-taking and supports positive effort (2.33).*

- *#15. I am satisfied with the type of leadership I have been receiving from my supervisor in our Department (2.67).*

- *#16. I have enough time to do my work as it needs to be done (2.0).*

- *#18. There is good teamwork and communication between the different departments, division, or organizations conducting development review, plan checking and inspection in the City (2.5).*

- *#27. The One-Stop Shop works well (2.5).*

- *#37. I am satisfied with the services from the Facilities Division (2.5).*

Public Works Employees

Questions 2, 4, 9, 19, 23, and 33 were scored below 3.0 for the Public Works Employees.

- *#2. When problems are identified, our Department moves quickly to solve them (2.57). (four of seven below 3.0)*

- *#4. The concern for employees in our Department is more than lip service (2.14). (four of seven below 3.0)*

- *#9. There is free and open communication in our Department between all levels of employees about the work they are performing (2.57). (three of seven below 3.0)*

The above three questions suggest management issues that need to be addressed with Public Works employees.

- *#19. I am aware of standard turnaround times in our Department for processing plans and permits as communicated by my supervisor (2.80). (two of five below 3.0)*

- *#23. Application review in the City is undertaken in a consistent manner. (2.33). (three of six below 3.0)*

- *#33. Building permits are reviewed in a short and timely way. (2.80). Only 1 of 7 were below 3.0. (one of five below 3.0)*

Although these three questions had a limited number of respondents, they do indicate some issues that should be addressed by management.

Other Divisions

Questions 11, and 17 were also raised by the responses from the other divisions.

- *# 11. Our Department encourages practical risk-taking and supports positive effort (2.43).*

This question also scored low in the Building Division indicating a Departmental approach that needs to be addressed. The Vision and Mission of the Department may need to be addressed.

- *# 17. I am kept abreast of changes that affect me. (2.88)*

This kind of an issue can create poor moral and needs to be addressed.

Managers

Question 16 was also raised by the managers.

- *#16. I have enough time to do my work as it needs to be done (2.57).*

Four of the seven managers scored this question with a response of 1, or 2. Often when managers score low on this question, it is a sign of a delegation problem or a problem of properly setting priorities.

121. *Recommendation:* **The DSD Director and DSD Managers should review employee questionnaires and develop a strategy to address concerns.**

X. CUSTOMER PERCEPTIONS

In today's environment, governmental performance is measured by customer satisfaction. In order to determine staff performance, we used several techniques consisting of interviews with the Mayor and City Council members, meeting with Planning Commission and Board of Adjustment members, Individual meetings with six developers and applicants active in Maricopa, two customer focus groups, individual interviews with property owners and applicants and a mail surveys to applicants.

This Chapter includes customer comments for improving the City's development and planning processes. The intent of this customer input was to elicit views and opinions on positive and negative aspects of activities and to seek ideas for change that will improve and enhance the City. However, as would be expected, the focus was on perceived problems.

In considering the results, the reader must bear in mind that, unlike documents and statistics, the views expressed by individuals are subjective and may reflect personal biases. Nonetheless, these views are at least as important as objective material because it is these people, with their feelings and prejudices that work with or are often affected by City activities. A second important consideration is that in analyzing the material, it may not be as important to determine whether a particular response is "correct" as it is to simply accept a response or try to determine why customers feel the way they do. Tom Peters, the noted management consultant, has said that in relation to customer service, "Perception is everything." In other words, perception is reality to the person holding the perception.

It should be noted that the purpose of this chapter is to report on the customer input so that the reader of the report can view the comments as customer perceptions without our editing. These comments are not the conclusions of the consultants. Using our methodology as described in Figure 1 and Section B of Chapter II, the customer comments are taken as one form of input to be merged by input of others and our own judgment. Our specific response is in the form of the various recommendations included in this Study.

A. MAYOR AND CITY COUNCIL

We met the Mayor and 6 City Council members in individual confidential meetings in order to gain a perspective on the governmental direction for the City. Some were existing members, some newly elected. There was not unanimous opinion on all topics but a few points of interest follow.

Customer Service

The perception is that the City is too hard to deal with and process takes too long. There is not always consistency between staff. Better support is needed for both new and existing businesses. Flow charts describing the various development processes should be available to customers at the public counter. The City website can be confusing and difficult to navigate. Staff is not necessarily "pro-active" in assisting prospective developers.

Sometimes feel like Council is talked down to by the Engineers. It would be nice to have communication from staff in simpler form.

Development Services Department

Overall there is satisfaction with the Development Services Department. It is the hardest working department in City Hall. The Director is strong and capable but less self-promotion would be useful.

Improvement

Maricopa is one of the youngest cities in the County and there is need for fine tuning. There is always a way to improve. Code Enforcement needs to be consistent and provided with additional enforcement tools.

Ordinances

Working off the old County Zoning Ordinance, which needs to be changed.

B. PLANNING COMMISSION AND BOARD OF ADJUSTMENT

We met with four members of the Planning Commission and two members of the Board of Adjustment. Overall they feel the Development Services Department and the planners work well with them. Staff reports are good and are on time in advance of the meeting. Suggestions for concerns included:

City Council

The Planning Commission would like more contact with the City Council, perhaps having a Council member liaison to the Planning Commission.

Minutes

There has not been any discussion concerning the possible use of summary minutes.

Planning

The Planning Commission role is to process developments but not to conduct planning.

Planning Commission Appointment

Although appointed by a specific member of the City Council, it is important that the members exercise independent judgment. Once appointed they should not be listed as tied to Council Member on the website. Additionally, terms should be overlapping and not relate to specific terms of a Council member.

Zoning Ordinance

There is a major need to up-date the Zoning Ordinance. Issues include:

- Having height standards more in keeping with development needs and thus remove the need for so many variances.

- Delegating more items from the City Council to the Planning Commission and some items from the Planning Commission to the staff.

- There should be some flexibility to the standards.

C. FOCUS GROUPS

Two focus groups consisting of seven people met on May 8th at the So. Dunes golf course. The two hour meetings were held in confidence and no staff members were present. The participants represented various economic development, utility, and development interests. Topics are arranged in alphabetical order.

ADOT

There have been transportation issues and hold ups with ADOT. Maricopa should be more aggressive in working with ADOT and not use ADOT as an excuse.

Codes

Many codes including the Zoning Ordinance are out of date and should be improved.

Customer Service

The perception is that the City is not customer friendly, is not cooperative, too heavy handed, and permitting is known to be slow. The City Council is also too restrictive on things like signs. The Council will say, "this is the way it is to be" and then will violate its own rules. A few building inspectors are not customer friendly.

Fees

Impact fees are too high. It is hard to compete with the build-up communities where infrastructure is already in place. Utility costs in Maricopa are a big issue.

Maricopa Economic Development Alliance

This is a good organization because it brings a mix of people together including the utilities.

Planning

Planning is too reactive and not pro-active enough. There has been a lack of cooperation and team work between planning and economic development.

Technology

The City needs to do more with email. There are 1,300 business licenses but only 300 email addresses. There is no RSS feed for new items placed on the website.

Vision

The City should focus on industrial and commercial development rather than a bedroom community. Residential will take care of itself.

Water

Some feel that Maricopa should buy the water company.

D. DEVELOPER AND APPLICANT INTERVIEWS

One-on-one interviews were held with the developer of the Banner Health project, representatives from the Home Builders Association of Central Arizona, a local realtor/developer with experience building in Maricopa, a major Maricopa land development company, a real estate broker, and a representative of health and senior interests. The representative from the recently completed Banner Health project was extremely complimentary of all of the staff involved in the review and construction of their project. He felt the project moved smoothly through the process and any conflicts that arose were dealt with quickly and professionally by all parties.

Comments from other participants referenced a generally held perception that Maricopa is difficult to do business with due to the large number of "hoops" that applicants must jump through to obtain approvals. Homebuilders are generally concerned that many cities are establishing new costly requirements that cannot be passed along to the home buyer. They cite the example that communities are requiring

installation of photovoltaic systems but appraisers are not including the value of these systems in their appraisals and therefore buyer are experiencing difficulty in securing loans for the full value of the construction.

Other comments expressed by developers include the City competing with private developers on projects but failing to adhere to the same design and construction standards imposed on the private developer which creates unfair competition.

Some developer comments were very complimentary of the Office of the City Manager and the Economic Development Department for their efforts to help facilitate moving projects through the process when they appeared to be "stuck" in Development Services.

Other comments included:

- Some applicants have found the Department of Development Services management and some staff to be arrogant, micro-manage, and do not either know or adequately communicate requirements. Communication within the Development Services Department is poor so staff may not be informed of City Manager level decisions.

- Several managers and staff in the Development Services Department are excellent.

- Planning tends to give cookie cutter generic recommendations and project conditions.

- The City needs to be more aggressive in dealing with ADOT.

E. CUSTOMER SURVEYS

A customer survey was used in this study to obtain applicant customer input. The survey was emailed to 160 applicants for development approvals or permits. Twelve surveys were returned for a return rate of 7.5%%. This is well below our normal return rate of 15 to 25 %.

 The overall response to the surveys is shown in Appendix C. Questions 4 through 24 were designed so that checking a "Strongly Agree" or "Agree" category is a sign of a satisfied customer. A "Disagree" or "Strongly Disagree" is a sign of a dissatisfied customer. The response percentages are shown in the tables.

Normally, when negative responses of "Disagree" or "Strongly Disagree" exceed 15%, the responses indicate an area of possible concern. None of the questions received a negative respond exceeding our 15% threshold. The highest negative was 12.5% representing only one respondent. In the many studies we have conducted, this is the first one where we did not have any negative exceeding the 15%.

The questionnaires also asked applicants to indicate suggestions and areas for improvement or general comments they wished to share. These are also shown in Appendix C and were very positive.

Appendix A

Employee Short Questionnaire

F. EMPLOYEE COMMENTS

Employees completed a short anonymous questionnaire which included pet peeves and concerns and suggestions for improvement as listed below.

Pet Peeves and Concerns

1. When other departments are required to limit spending or halt building CIP items, the city expects all departments to do the same, even if it is not in the general fund budget.

2. Too many meetings – too little time. It takes from the time I could be doing my work. I don't feel that I belong here?

3. We make mountains out of mole hills – for instances that could be handled in minutes. Development services constantly picks up the slack for other departments.

4. Management not asking our opinion on issues.

5. Communication.

6. Depends greatly on which managers. Engineering under-staffed. Several projects uncompleted because of it. Planning under-staffed. Council lacks vision for identity of city.

7. Training classes offered to certain people instead of everyone in crew. Hiring department not doing background checks – hiring felons and inexperienced people.

8. We are micromanaged and second guessed on almost all plans, inspections, permits, priorities and fee issues.

9. Everything seems to be a secret. No training budget. Managers say their door is always open – however we're not allowed to go through it.

10. Records retention. Not involved in major planning decisions. Website not up to par in comparison to other cities.

11. The turnaround time for emails and communications to other staff members.

12. Management seems to be concerned with relationship with council/mayor rather than staff. There is not a balance between the two.

13. Training budget being cut less than half.

14. Restricted from cross training. Training and certification looked upon with disdain.

15. Record keeping system seriously lacking in dire need of replacement. In need of new/updated tools to perform job function more efficiently/effectively.

16. In 4½ years facilities has been assigned to 5 different directors/departments. Do not have a home.

Suggestions for Improvements

1. More training.
2. Let facilities run facilities.
3. Need a building and yard for public works.
4. Provide more training.
5. No suggestions at this time. Things are going as well as can be expected in my department.
6. Take some of the day to day functions away from the director. The director needs the authority to prioritize projects or concerns/issue
7. 4 to 10 schedule for all employees. Pay for jobs that are being done.
8. Check our pay to city's around us doing the same job.
9. Be open-minded to employee suggestions.
10. Allow employees the freedom to go to school, education, etc.
11. Need to improve perception of development services within the city and the community. Need to get our records retention on schedule.
12. Improve planning website.
13. Clear definition of planning functions like temporary use permits, conditional use permits, etc. and when each is utilized. Communication to staff of due dates for projects and priorities.
14. Lack of information – meetings are held with department managers and director. Information is not passed to staff. Decisions or projects do not just effect management. Staff would like to hold section or department meetings at least once a month or quarterly.
15. Replace *Munis*, increase budget for electronics related equipment/tools, train clerical staff for key support functions/roles. Consider hiring additional clerical staff. Better job of promotions health awareness. Provide incentives for gym membership, etc. eliminate "ok, to come to work sick" culture.
16. Allow the experienced staff to do their job without someone looking over their shoulder and challenging everything that is done.
17. Delegate authority.

City of Maricopa, Arizona
Development Services Department Review

EMPLOYEE QUESTIONNAIRE

Please check your **<u>Division:</u>**

- ❑ Administration
- ❑ Building/Safety Code Compliance
- ❑ Development/CIP Project
- ❑ Engineering/Transportation
- ❑ Facilities
- ❑ Fleet
- ❑ Planning
- ❑ Public Works
- ❑ Other (list) _____

In the boxes below, enter the appropriate number for each statement according to this guide.

1 – Strongly Disagree		4 – Somewhat Agree	
2 – Somewhat Disagree		5 – Strongly Agree	
3 – Neutral		6 – Not Applicable	

1. Our Department seeks to identify problems quickly. [ ]

2. When problems are identified, our Department moves quickly to solve them. [ ]

3. Our Department has an effective process for listening to citizen or client concerns. [ ]

4. The concern for employees in our Department is more than lip service. [ ]

5. Good service is the rule rather than the exception in our Department. [ ]

6. Managers in our Department encourage and advance new ideas from employees. [ ]

7. We have a strong emphasis on training in our Department. [ ]

8. Management in our Department discusses objectives, programs and results with employees regularly. [ ]

9. There is free and open communication in our Department between all levels of employees about the work they are performing. [ ]

10. Employees in our Department treat citizens with respect. [ ]

11. Our Department encourages practical risk-taking and supports positive effort. [ ]

12. Our Department has a clear sense of what its programs are trying to accomplish. [ ]

13. We do our jobs very well in our Department. [ ]

14. We have an efficient records management and documentation system in our Department. [ ]

15. I am satisfied with the type of leadership I have been receiving from my supervisor in our Department. [ ]

16. I have enough time to do my work as it needs to be done. [ ]

17. I am kept abreast of changes that affect me. [ ]

18. There is good teamwork and communication between the different departments, divisions or organizations conducting development review, plan checking and inspection in the City. [ ]

19. I am aware of standard turnaround times in our Department for processing plans and permits as communicated by my supervisor. [ ]

20. I am able to meet standard turnaround times for processing plans and permits in our Department as communicated by my supervisor. [ ]

21. The City has a coordinated development review and plan checking process. [ ]

22. Permit and development processes in the City are not unnecessarily complex nor burdensome on the applicant. [ ]

23. Application review in the City is undertaken in a consistent manner. [ ]

24. Applications are reviewed in the City in a timely manner. [ ]

25. It should be the policy of the City and its employees to assist any applicant in completing his/her application, see that it is complete as soon as possible, and process it without undue delay.   [ ]

26. It should be the policy of the City to make the development and permit process as pleasant and expeditious as possible.   [ ]

27. The One-Stop Shop works well.   [ ]

28. We are doing the right amount of long range planning.   [ ]

29. The Planning and Zoning Commission does a good job.   [ ]

30. The Engineering Division has clear construction standards.   [ ]

31. The City's Capital Improvement Program is well handled by the Development Services Department.   [ ]

32. The City provides good transit service.   [ ]

33. Building permits are reviewed in a short and timely way.   [ ]

34. Building inspections are held the next day after requested or sooner.   [ ]

35. The Public Works Division provides and maintains efficient and responsive infrastructure systems for the City.   [ ]

36. I am satisfied with the services from the Fleet Management Division.   [ ]

37. I am satisfied with the services from the Facilities Division.   [ ]

38. The Code Compliance program in the Department is effective.   [ ]

Please briefly answer the following:

39.   Please list any "pet peeves" or concerns about your Department, Division, or the City as related to the functions of the Development Services Department.

40.   Please provide at least one suggestion or recommendation for improvement related to your Department, Division, or the City as related to the functions of the Development Services Department.

Appendix B

Employee Long Questionnaire

EMPLOYEE QUESTIONNAIRE

Employee Name _____   **Job Title** _____

Division _____

The following questionnaire is an important and essential part of the City's Development Services Department Review being conducted by Zucker Systems. The study is aimed at improving effectiveness and efficiency. Your ideas and thoughts are essential to the study. This questionnaire will supplement other work being undertaken by the consultants.

Please complete this questionnaire and return it to us **within one week.** You can do this in one of two ways:

1. The best way to complete the questionnaire is on line at www.zuckersystems.com. You will find the questionnaire under "links" on our web site. If you have any problems call us at 619-260-2680.

2. You can also mail the questionnaire in a sealed envelope to Zucker Systems, 3038 Udall St. San Diego, CA 92106.

Take your time in answering the questions and be as complete as possible. You are encouraged to include attachments or examples. Note that all questions may not apply to you. In that case, simply skip that question.

Your comments may be merged with others and included in our report; however, the consultants will not identify individuals in relation to specific comments. Your responses and comments will be held in confidence. We have a specific clause in our contract with the City that says that the raw questionnaires will not be seen by the City.

Thank you for your help.

Paul C. Zucker, President, Zucker Systems

_____

1. What do you see as the major **strengths** of the Development Services Department, the things you do well?

2. What do you see as the major **weaknesses** of the Development Services Department, and what can be done to eliminate these weaknesses?

3. What important policies, services or programs are no longer pursued or have never been pursued in relation to the Development Services Department, that you feel should be added?

4. Do you feel any of the City's ordinances, policies, plans, or procedures related to the Development Services Department should be changed? If so, list them and explain why.

5. Are there any programs, activities or jobs related to the Development Services Department that you would eliminate or reduce and why?

6. How would you describe the goals or mission of your function of Division?

7. What would help you perform your specific duties more effectively and efficiently?

8. What problems, if any, do you experience with your records or files and what should be done to eliminate these problems? (Please be specific.)

9. Are there any problems in providing good service to your customers? If so, please list them and give recommendations to solve these problems.

10. Do you feel that the processing of applications and permits should be shortened, sped up or simplified? If so, what do you suggest? Or conversely, do you feel that you try to move development applications through the permit process too quickly? In either case, how would you suggest it be improved?

11. What suggestions do you have for improving communication in your function, your Department or the City?

12. Do you have any difficulty in carrying out your function due to problems with other departments or divisions? If so, please explain and provide suggestions on how to correct these problems.

13. Have you received sufficient training for your responsibilities? If not, please comment and indicate areas you would like more training.

14. What functions are you currently handling manually that you believe could or should be automated? (Please be specific.)

15. What functions that are currently computer-automated need improvement? List your suggested improvements.

16. What problems, if any, do you have with the telephone system and what would you suggest to correct the problems?

17. What problems, if any, do you have with the email system and what do you suggest to correct these problems?

18. Do you have all the equipment you need to properly do your job? If not, please list what you need.

19. Please provide comments concerning good or bad aspects of the City's organizational structure for the Development Services Department, or other related departments or divisions. Provide any suggestions for improvement or changes.

20. Do you use consultants or should consultants be used for any of the Development Services Department functions?

21. If you use consultants for any of the Development Services Department functions what problems, if any, do you experience with these consultants and what would you recommend to correct this problem?

22. What changes, if any, would you recommend in relation to the City Council processes in relation to the Development Services Department functions?

23. What changes, if any, would you recommend in relation to the Planning Commission processes in relation to the Development Services Department functions?

24. If you are short of time to do your work, what changes would you recommend to correct this problem?

25. Please list the major tasks or work activity you undertake and provide a rough estimated percentage of your time for each task. The percentages should total 100%.

Task	**Percent**
	100%

26. What additional handouts to the public or changes to existing handouts to the public would be helpful?

27. What changes if any would you recommend for the City's web page or e-government applications?

28. What changes, if any, would you recommend in relation to the City's GIS program?
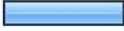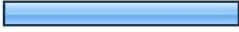
29. What changes, if any, would you recommend in relation to the City's computer permitting system?

30. Do relations between the office staff and inspectors work well? If not, what do you recommend to improve the relations?

31. Who is your direct supervisor?

32. List the names of the staff that you supervise.

33. List any other topics you would like the consultants to consider, or other suggestions you have for your function, Department, or the City. Take your time and be as expansive as possible.

Note: We will interview many, but possibly not all, staff. If you would like a confidential interview we will try to do so. Let us know by phone, email or in person. Also, feel free to call us at 1.619.260.2680 or email to paul@zuckersystems.com to discuss any concerns or provide recommendations. When calling, ask for Paul.

Appendix C

Customer Survey

1. Please check off the types of development actions you have applied for through the City during the past 12 months.

		Response Percent	Response Count
Building Permit		50.0%	5
Conditional Use Permit		10.0%	1
Engineering Approval		20.0%	2
Lot Split/Lot Line Adjustment		0.0%	0
Grading Permit		0.0%	0
Home Based Business		0.0%	0
Pre-Application Meeting		0.0%	0
Special Event Permits		10.0%	1
Temporary Use Permit		10.0%	1
Sign Permit		40.0%	4
Street Encroachment Permit		10.0%	1
Rezoning		0.0%	0
Subdivision		10.0%	1
Variance		0.0%	0
Planned Area Development		10.0%	1

2. Please indicate what the permit or approval was for.

		Response Percent	Response Count
New single family		28.6%	2
Remodel or addition to single family		0.0%	0
New multifamily dwelling/condo		0.0%	0
Remodel or additional to multifamily dwelling/condo		0.0%	0
New commercial or industrial building		14.3%	1
Remodel or tenant improvement to commercial or industrial building		0.0%	0
Sign		28.6%	2
Street Encroachment Permit		14.3%	1
Subcontractor work (plumbing, fence, landscaping, electrical, mechanical)		28.6%	2

3. Please indicate how often you work with the City's development review and plan checking process.

		Response Percent	Response Count
One time user of the development review and plan checking process		30.0%	3
Frequent user of the development review and plan checking process		70.0%	7

4. I understand the City's Development Review and Plan Check processes. They are straightforward and not unnecessarily cumbersome or complex in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	**60.0% (6)**	10.0% (1)	10.0% (1)	0.0% (0)	0.0% (0)	20.0% (2)	10
Engineering	**37.5% (3)**	12.5% (1)	25.0% (2)	0.0% (0)	0.0% (0)	25.0% (2)	8
Fire	25.0% (2)	12.5% (1)	**37.5% (3)**	0.0% (0)	0.0% (0)	25.0% (2)	8
Planning	**66.7% (6)**	22.2% (2)	11.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	9

5. When making an application, I have generally found the City staff to be responsive and helpful in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	**60.0% (6)**	10.0% (1)	10.0% (1)	0.0% (0)	0.0% (0)	20.0% (2)	10
Engineering	**37.5% (3)**	25.0% (2)	12.5% (1)	0.0% (0)	0.0% (0)	25.0% (2)	8
Fire.	**37.5% (3)**	0.0% (0)	**37.5% (3)**	0.0% (0)	0.0% (0)	25.0% (2)	8
Planning	**77.8% (7)**	11.1% (1)	0.0% (0)	11.1% (1)	0.0% (0)	0.0% (0)	9

6. Staff provides prompt feedback on incomplete submittals in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	60.0% (6)	20.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	20.0% (2)	10
Engineering	37.5% (3)	25.0% (2)	12.5% (1)	0.0% (0)	0.0% (0)	25.0% (2)	8
Fire	25.0% (2)	25.0% (2)	25.0% (2)	0.0% (0)	0.0% (0)	25.0% (2)	8
Planning	66.7% (6)	33.3% (3)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	9

7. In general, the City staff has provided good customer service in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	60.0% (6)	10.0% (1)	10.0% (1)	0.0% (0)	0.0% (0)	20.0% (2)	10
Engineering	37.5% (3)	12.5% (1)	25.0% (2)	0.0% (0)	0.0% (0)	25.0% (2)	8
Fire	37.5% (3)	0.0% (0)	37.5% (3)	0.0% (0)	0.0% (0)	25.0% (2)	8
Planning	77.8% (7)	11.1% (1)	11.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	9

8. In general, the City staff anticipated obstacles early on and provided options where they were available in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	**50.0% (5)**	30.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	20.0% (2)	10
Engineering	**37.5% (3)**	12.5% (1)	25.0% (2)	0.0% (0)	0.0% (0)	25.0% (2)	8
Fire	12.5% (1)	25.0% (2)	**37.5% (3)**	0.0% (0)	0.0% (0)	25.0% (2)	8
Planning	**55.6% (5)**	33.3% (3)	11.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	9

9. Development plan checking is complete and accurate. Additional problems did not surface later that should have been caught in the initial review in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	**70.0% (7)**	0.0% (0)	10.0% (1)	0.0% (0)	0.0% (0)	20.0% (2)	10
Engineering	**50.0% (4)**	0.0% (0)	25.0% (2)	0.0% (0)	0.0% (0)	25.0% (2)	8
Fire	25.0% (2)	12.5% (1)	**37.5% (3)**	0.0% (0)	0.0% (0)	25.0% (2)	8
Planning	**88.9% (8)**	0.0% (0)	11.1% (1)	0.0% (0)	0.0% (0)	0.0% (0)	9

10. Plan checking turnaround time is acceptable in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	60.0% (6)	10.0% (1)	0.0% (0)	10.0% (1)	0.0% (0)	20.0% (2)	10
Engineering	37.5% (3)	12.5% (1)	12.5% (1)	12.5% (1)	0.0% (0)	25.0% (2)	8
Fire	37.5% (3)	0.0% (0)	25.0% (2)	12.5% (1)	0.0% (0)	25.0% (2)	8
Planning	87.5% (7)	12.5% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	8

11. Codes and policies are applied by staff in a fair and practical manner in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	50.0% (5)	20.0% (2)	0.0% (0)	10.0% (1)	0.0% (0)	20.0% (2)	10
Engineering	37.5% (3)	12.5% (1)	12.5% (1)	12.5% (1)	0.0% (0)	25.0% (2)	8
Fire	25.0% (2)	12.5% (1)	25.0% (2)	12.5% (1)	0.0% (0)	25.0% (2)	8
Planning	55.6% (5)	33.3% (3)	0.0% (0)	11.1% (1)	0.0% (0)	0.0% (0)	9

12. The turnaround time for review and approval or disapproval of my application was not any longer with the City of Maricopa than other cities or counties where I have filed applications for the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	60.0% (6)	10.0% (1)	0.0% (0)	10.0% (1)	0.0% (0)	20.0% (2)	10
Engineering	37.5% (3)	12.5% (1)	12.5% (1)	12.5% (1)	0.0% (0)	25.0% (2)	8
Fire	25.0% (2)	12.5% (1)	25.0% (2)	12.5% (1)	0.0% (0)	25.0% (2)	8
Planning	66.7% (6)	22.2% (2)	0.0% (0)	11.1% (1)	0.0% (0)	0.0% (0)	9

13. If project processing is delayed, the delay is typically justifiable. Projects are not delayed over minor issues in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	55.6% (5)	11.1% (1)	11.1% (1)	0.0% (0)	0.0% (0)	22.2% (2)	9
Engineering	28.6% (2)	0.0% (0)	28.6% (2)	0.0% (0)	0.0% (0)	42.9% (3)	7
Fire	0.0% (0)	28.6% (2)	28.6% (2)	0.0% (0)	0.0% (0)	42.9% (3)	7
Planning	50.0% (4)	25.0% (2)	12.5% (1)	0.0% (0)	0.0% (0)	12.5% (1)	8

14. The City of Maricopa is just as fair and practical in its application of regulations as other neighboring cities or counties in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	**60.0% (6)**	10.0% (1)	0.0% (0)	10.0% (1)	0.0% (0)	20.0% (2)	10
Engineering	**37.5% (3)**	12.5% (1)	12.5% (1)	12.5% (1)	0.0% (0)	25.0% (2)	8
Fire	12.5% (1)	**25.0% (2)**	**25.0% (2)**	12.5% (1)	0.0% (0)	**25.0% (2)**	8
Planning	**66.7% (6)**	22.2% (2)	0.0% (0)	11.1% (1)	0.0% (0)	0.0% (0)	9

15. Staff was courteous from the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	**63.6% (7)**	18.2% (2)	0.0% (0)	0.0% (0)	0.0% (0)	18.2% (2)	11
Engineering	**37.5% (3)**	25.0% (2)	12.5% (1)	0.0% (0)	0.0% (0)	25.0% (2)	8
Fire	**25.0% (2)**	**25.0% (2)**	**25.0% (2)**	0.0% (0)	0.0% (0)	**25.0% (2)**	8
Planning	**66.7% (6)**	33.3% (3)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	9

16. The conditions of approval or plan check corrections applied to my project were reasonable and justified from the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	**63.6% (7)**	18.2% (2)	0.0% (0)	0.0% (0)	0.0% (0)	18.2% (2)	11
Engineering	**37.5% (3)**	25.0% (2)	12.5% (1)	0.0% (0)	0.0% (0)	25.0% (2)	8
Fire	12.5% (1)	**37.5% (3)**	25.0% (2)	0.0% (0)	0.0% (0)	25.0% (2)	8
Planning	**66.7% (6)**	33.3% (3)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	9

17. The City staff was easily accessible when I needed assistance in resolving problems in the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	**63.6% (7)**	18.2% (2)	0.0% (0)	0.0% (0)	0.0% (0)	18.2% (2)	11
Engineering	**37.5% (3)**	25.0% (2)	12.5% (1)	0.0% (0)	0.0% (0)	25.0% (2)	8
Fire	**37.5% (3)**	12.5% (1)	25.0% (2)	0.0% (0)	0.0% (0)	25.0% (2)	8
Planning	**77.8% (7)**	22.2% (2)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	9

18. I found the handouts supplied by the City to be useful and informative in explaining the requirements I must meet for the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	**45.5% (5)**	18.2% (2)	9.1% (1)	0.0% (0)	0.0% (0)	27.3% (3)	11
Engineering	**37.5% (3)**	12.5% (1)	25.0% (2)	0.0% (0)	0.0% (0)	25.0% (2)	8
Fire	12.5% (1)	25.0% (2)	25.0% (2)	0.0% (0)	0.0% (0)	**37.5% (3)**	8
Planning	**55.6% (5)**	22.2% (2)	11.1% (1)	0.0% (0)	0.0% (0)	11.1% (1)	9

19. Inspectors rarely found errors in the field during construction that should ahve been caught during the plan checking process for the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	**54.5% (6)**	9.1% (1)	18.2% (2)	0.0% (0)	0.0% (0)	18.2% (2)	11
Engineering	25.0% (2)	12.5% (1)	25.0% (2)	0.0% (0)	0.0% (0)	**37.5% (3)**	8
Fire	0.0% (0)	0.0% (0)	37.5% (3)	0.0% (0)	0.0% (0)	**62.5% (5)**	8
Planning	**55.6% (5)**	11.1% (1)	11.1% (1)	0.0% (0)	0.0% (0)	22.2% (2)	9

20. The City's website provides comprehensive and useful information for the functions of:

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Not Applicable	Response Count
Building	18.2% (2)	18.2% (2)	**27.3% (3)**	9.1% (1)	0.0% (0)	**27.3% (3)**	11
Engineering	25.0% (2)	12.5% (1)	**37.5% (3)**	0.0% (0)	0.0% (0)	25.0% (2)	8
Fire	25.0% (2)	12.5% (1)	**37.5% (3)**	0.0% (0)	0.0% (0)	25.0% (2)	8
Planning	**33.3% (3)**	11.1% (1)	**33.3% (3)**	11.1% (1)	0.0% (0)	11.1% (1)	9

21. The Planning Commission treated me fairly.

		Response Percent	Response Count
Strongly Agree		8.3%	1
Agree		25.0%	3
No Opinion		25.0%	3
Disagree		0.0%	0
Strongly Disagree		0.0%	0
Not Applicable		41.7%	5

22. The Planning Commission members were courteous during the hearing.

		Response Percent	Response Count
Strongly Agree		16.7%	2
Agree		16.7%	2
No Opinion		16.7%	2
Disagree		0.0%	0
Strongly Disagree		0.0%	0
Not Applicable		**50.0%**	**6**

23. The City Council treated me fairly.

		Response Percent	Response Count
Strongly Agree		8.3%	1
Agree		16.7%	2
No Opinion		25.0%	3
Disagree		0.0%	0
Strongly Disagree		0.0%	0
Not Applicable		**50.0%**	**6**

24. The City Council members were courteous during the hearing.

		Response Percent	Response Count
Strongly Agree		8.3%	1
Agree		8.3%	1
No Opinion		25.0%	3
Disagree		0.0%	0
Strongly Disagree		0.0%	0
Not Applicable		58.3%	7

25. I found the input from the Planning Commission and City Council useful in the hearing process.

		Response Percent	Response Count
Yes		100.0%	5
No		0.0%	0

26. Was your application ultimately approved?

		Response Percent	Response Count
Yes		100.0%	8
No		0.0%	0

27. Five departments, divisions, or functions are most involved in development review and plan checking in The City of Maricopa. They are Building, Engineering, Fire, Planning, and Transportation. If you experienced coordination problems between any two departments, divisions, or functions, please list them below.

		Response Percent	Response Count
Coordination problems between what?		100.0%	1
Coordination problems between what?		100.0%	1
Coordination problems between what?		100.0%	1

28. Please add any comments or suggestions that you may have that will improve the process or customer service. Please give us at least one idea.

	Response Count
	6
answered question	6

Maricopa Survey Comments

Question 1
Swimming Pool Permits
Sales of consumer fireworks inside stores

Question 2
Swimming Pools
Tire shop
Special community event at Pacana Park
Gunite underground swimming pool
Subcontractor work, Solar electric
Inside store sales of fireworks

Question 3
Straightforward was told what I needed
As projects require. Perhaps several times per year.
Twice a year. 4th of July sales and New Year's sales

Question 4
No comments
Seemed easy to go through process. We had to have several different permits, and everyone was easy to work with.

Question 5
Every person that we dealt with was very friendly and helpful. We especially appreciated the time that Eddie from Fire took with us. He definitely went over and above his responsibilities.
I fax to the city and I find them to be very helpful with the applications if needed.

Question 6
We had some incomplete information on some of the permits, the staff were very quick to ask the appropriate questions to get the information they needed.

Question 7
City staff was helpful

Question 8
We had a huge community event, we were called in for a meeting along with the appropriate city representatives. All obstacles were worked out, anticipated and   it was working together.

Question 10
Great turnaround time on permits--one of the best I work with.

Question 12
Everything was processed really fast. We had immediate questions, answers and permits.

Question I4
Work with cities all over this state and Maricopa is top line.
Actually they are better than other cities and counties.

Question 15
Dustin is GREAT!!!

Question 17
I always receive a prompt response to any questions or concerns I might have.

Question 18
Very easy to follow.

Question 19
I have no knowledge of this.

Question 25
N/A
N/A
Not applicable
N/A

Question 26
Not applicable
N/A

Question 27
N/A
N/A

Question 28
Justin and Linda do a great job with our pool permit process. I have 0 issues and they are prompt and very helpful.

No problems.

The meeting that we had prior to the city council meeting was extremely beneficial to us. It gave us an idea of problems or issues that may arise that we could answer before the meeting.

Sending an email stating the permit was ready for pick up and payment, would be nice.

I appreciate working with Maricopa Fire Department. When preparing the information for the permit for the stores to sell consumer fireworks I find everyone very willing to work with me and help in any way they can to complete this process. This not only makes my job easier, hopefully I too can help them by having what they need to complete their job correctly.

Staff are very helpful even if only needed is info.

Appendix D

Summary of New Positions

THE STUDY RECOMMENDS THE FOLLOWING NEW POSITIONS:

1. **Development Expeditor, Recommendation 25, Page 27.**

2. **One staff to Development/CIP Division, Recommendation 68, Page 55.**

3. **Traffic Engineer, Recommendation 82, Page 67.**

4. **Public Works Director, Recommendation 92, Page 75.**

5. **Planning and Zoning Administrator, Recommendation 111, Page 85.**